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Research Product 79-11

Multiple Integrated Laser
Engagement Simulation
(MILES)
Training and Evaluation Test
(TET)

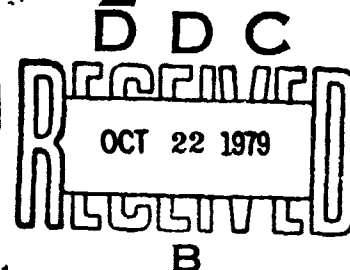
Evaluator Guidebook

Engagement Simulation Technical Area

September 1979

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SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER RP 79-11	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) Multiple Integrated Laser Engagement Simulation (MILES) Training and Evaluation Test (TET) Evaluator Guidebook		5. TYPE OF REPORT & PERIOD COVERED
7. AUTHOR(s) Steven M. Medlin, Angelo Mirabella Kenneth I. Epstein, G. Gary Boycan Robert G. Wanschura		6. PERFORMING ORG. REPORT NUMBER
9. PERFORMING ORGANIZATION NAME AND ADDRESS US Army Research Institute for the Behavioral & Social Sciences 5001 Eisenhower Ave., Alexandria, VA 22333		8. CONTRACT OR GRANT NUMBER(s)
11. CONTROLLING OFFICE NAME AND ADDRESS Deputy Chief of Staff for Personnel Washington, D.C. 20310		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS 3.37.43.A A780 0301
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		12. REPORT DATE September 1979
		13. NUMBER OF PAGES 142
		15. SECURITY CLASS. (of this report) UNCLASSIFIED
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release. Distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Unit Evaluation Engagement Simulation Unit Training Diagnosis Feedback Training and Evaluation Outline Training and Evaluation Program (ARTEP)		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The purpose of this guidebook is to train the senior controller/evaluator and his staff how to conduct an external evaluation of an ARTEP exercise and how to provide feedback that can be used to structure subsequent training programs. The instruction includes how to observe a field exercise, what to observe, how to record your observations, and how to use your observations to provide feedback to the unit. Data collection instruments and feedback procedures are presented and described. The appendices include an example training and		

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evaluation outline, an example feedback package, sample data forms, and sample activity record cards. This document serves as a "textbook" during evaluator training and can be used as a reference to answer questions that may arise during the evaluation of field exercises.

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DDC	Buff Section <input type="checkbox"/>
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Evaluator Guidebook

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ARMY RESEARCH INSTITUTE

FOREWORD

The MILES TET Evaluator Guidebook was developed under the Training Development for Battlefield Effectiveness Project in the Engagement Simulation Technical Area of the Army Research Institute for the Behavioral and Social Sciences. The goal of this project is to improve the battlefield effectiveness of combat units. The means for achieving this goal included: research on integrating Tactical Engagement Simulation (TES) into Army Training and Evaluation Programs (ARTEP); research in support of the National Training Center (NTC) design, development, and implementation; research on the application of unit evaluation technology; and research on combat skill training technology.

The Evaluator Guidebook helps to train the senior controller/evaluator and his staff how to conduct an external evaluation of an ARTEP exercise and how to provide feedback that can be used to structure subsequent training programs. The instruction includes how to observe a field exercise, what to observe, how to record observations, and how to use observations to provide feedback to the units. Future research plans are to explore the implementability of the guidebook, and then to integrate it into the Army Training and Evaluation Program.

ARI research in this area is conducted as an in-house research effort. The research project is responsive to the requirements of Army Project 3.37.43.A A780 03 001.


JOSEPH ZEIDNER
Technical Director

Multiple Integrated Laser Engagement Simulation (MILES)
Training and Evaluation Test (TET)
Evaluator Guidebook

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Guidebook for MJLES TE1 Evaluators

PREFACE

WHAT IS EVALUATION

Evaluation is the act of diagnosing performance strengths and weaknesses of a crew or unit. The information that results from evaluation is useful to trainees, trainers and training managers.

Evaluation and the Trainee

In Engagement Simulation, evaluation first takes place during the AAR, immediately following each exercise. In the AAR, trainees are encouraged to discover their own mistakes by talking freely about specific casualties and critical incidents as in the following example:

AAR Leader: "SGT Smith, where was your tank located when it was hit? Why do you think it was hit, and what would you do differently next time?"

SGT Smith: "We were coming around the tree line at checkpoint Charlie when we took a hit. We moved out too fast and exposed our flank. Next time, I'll get my loader out of the tank to scout ahead."

Controller/evaluators may be called on to

- provide information about what happened during the exercise
- point out reasons why the mission and/or tasks within a mission may have been performed unsatisfactorily.

Evaluation and the Trainer

The trainers who conduct the engagement simulation training program use evaluation results to

- adjust the subsequent schedule of exercises
- allocate training time and tasks to various missions on which units are training.

This use of evaluation information can help insure that the unit's training deficiencies will be corrected in minimal time and at minimal cost.

Evaluation and the Training Manager

Training managers also rely on information about unit strengths and weaknesses. Managers use the information to establish the overall goals of training and to assess the extent to which these goals are met. They may accomplish this by identifying common problems across missions and tasks, where multiple missions are evaluated, by assessing what proportion of tasks are deficient within various missions, and/or by listing individually and prioritizing all the tasks which need remediation. Armed with such information, the training managers can then program resources, time, and training facilities across units in need of further training.

In an engagement simulation training program, formal, external evaluation exercises provide the primary evaluation information to the trainer and the training manager. This manual will focus on how to collect data in such exercises and on how to generate feedback. The AAR report will be covered in TC-__.¹

ES Evaluation Exercises vs. ES Training Exercises

Formal ES evaluation exercises differ from ES training exercises in two respects, both of which are designed to provide better training diagnostic information to the trainer/training manager. First, more resources are expended in an effort to develop more accurate information on unit strengths and weaknesses. Secondly, the results of the exercise are reported in the form of a written narrative. Procedures used to gain more precise information and to develop a written report are discussed more fully in subsequent sections of this guide.

¹All "TC-__" references in this guidebook refer to the "How to Plan, Prepare, and Conduct a MILES Training Program" training circular.

ES vs "Conventional" ARTEP

Formal ES evaluation exercises also differ from conventional ARTEP exercises:

- ES exercises provide more data in the form of casualty records, communications and position locations, all of which can help the evaluator staff make better judgments about the tasks listed in the Training and Evaluation Outline.
- ES exercises are based on a reorganized T&E Outline. The standards in this revised T&EO have been simplified and a list of "diagnostics" added. This list is made up of specific behaviors that could explain why different tasks were not performed successfully in a particular training/evaluation exercise. The aim of this reorganization is not to return to ATT checklists, but rather to help the evaluating staff identify tactical skills which need remedial training, and to communicate the information to unit trainers, e.g., "The standard for Task A was not met. The probable cause is found in Diagnostic Item numbers (2) and (4)."
- In an ES evaluation exercise, guidance provided to evaluators who must rate overall combat proficiency places a heavy emphasis on how well the underlying tasks contained in the T&E Outline have been performed.

Final outcomes, such as exchange ratios and reaching an objective with a viable force, should certainly be considered, but very cautiously. This recommendation is made because final outcomes depend only partly on unit proficiency. A properly trained, proficient unit may still suffer heavy casualties or fail to reach an objective for many reasons which cannot be remediated through training:

- Chance events, i.e., "luck", good or bad breaks
- Unfavorable force ratio
- Terrain that is unusually difficult to defend or attack
- Inadequate ordinance
- Outmoded doctrine

Nonetheless, it would be a mistake to discount final outcomes, since they can serve as red flags which may help in diagnosing specific deficiencies which can be remediated through training.

In the following sections, specific guidance will be provided to the controller/evaluator staff for a combined arms company level formal evaluation exercise. The guidance will describe:

- The duties of the controller/evaluators during external evaluation exercises
- How to observe field exercises
- How to fill out T&EO data forms, and
- How to integrate these and other sources of information into a feedback package.

Specific information on gathering these other forms of information including casualties, communications, position locations, and critical events is presented in TC-__.

Guidebook for MILES TET Evaluators

1. Introduction

The purpose of this guidebook is to train the senior evaluator/controller and his staff how to conduct an external evaluation of an ARTEP exercise and how to provide feedback that can be used to structure subsequent training programs. The instruction will teach you how to observe a field exercise, what to observe, how to record your observations, and how to use your observations to provide feedback to the unit. This document serves as a "textbook" during training and can be used as a reference to answer questions that may arise during the evaluation of field exercises.

The Multiple Integrated Laser Engagement Simulation (MILES) Training and Evaluation Test (TET) is designed to evaluate a training package that was developed to incorporate the MILES system into the ARTEP framework. We are here to evaluate our training package, not the units conducting the field exercises. The results of this test will be used to design a better training program for active combat units. As part of our training package evaluation, however, you, as evaluators, must assess how well the units are performing. These assessments will be directed at training diagnosis; the feedback from the assessments will be used to structure a training program that remedies a unit's deficiencies and maintains its proficiencies. One assessment of each unit occurs as the unit enters the training program, and the results are used to develop

a special training routine for that particular unit. The second assessment occurs after training to determine how well the program worked. A comparison of these two assessments tells us how well the MILES training package develops combat skills.

The evaluation/controller staff is the most important group of people in an external evaluation of an ARTEP exercise. They plan, conduct, control, evaluate, and provide feedback from the field exercise. Without good performance from the E/E staff, we cannot evaluate our training package, nor can we provide adequate training information to the performing units. In addition, the attitude of the E/E staff is conveyed to the units. The atmosphere for the entire exercise is set by the E/E staff; if you are efficient, prompt, motivated, and interested in your duties, the units are likely to be that way.

2. The Training and Evaluation Outline (T&EO)

The most important document in this MILES Training and Evaluation Test is the Training and Evaluation Outline (T&EO). This outline was the foundation on which the scenarios, OPORDs, and OPFOR plans were built. It will guide your field observations, structure your evaluations, and determine the feedback you give the units. Since the MILES TET is a developmental test of a training and evaluation package, we designed a T&EO that closely resembles those in the current ARTEP manuals in both format and content. Some modifications were made, however, to make

the T&EO a more precise diagnostic instrument, better suited to the wealth of information which Engagement Simulation can generate.

To achieve this precision, the existing FM 71-2 T&EOs were restructured and detailed. As you can see by comparing the old T&EOs (Fig. 1 and 2) to the developmental T&EOs (Appendix A), the two outlines are quite similar. Both outlines have a set of tasks/subtasks, some conditions under which the exercise is to be conducted, and standards on which the units are evaluated. The old ARTEP tasks have been further analyzed to provide a detailed chronological progression from the beginning of a mission to the end. In the old ARTEP (Fig. 1) the first task under the company team movement to contact/hasty attack missions was "Prepare for the movement." The new ARTEP (Pages 64-67) has the team commander issue a warning order, prepare and deliver an OPORD, and then the unit prepares for movement. Additionally, the tasks are broken down into subtasks. These subtasks are important behaviors the unit should perform while accomplishing the task. On pages 66 and 67 for instance, under the task "Unit prepares for attack", the unit secures the assembly area, orders are disseminated, the unit completes logistical preparations, the unit crosses the LD, and the unit reports crossing the LD. This detailed outline of important tasks and subtasks should guide your observations during the field exercises.

The new standards are more explicit, easier to understand, and more objective than the old standards.

TRAINING AND EVALUATION OUTLINE

UNIT: COMPANY TEAM

MISSION: MOVEMENT TO CONTACT

ID#/TASK	CONDITIONS	TRAINING/EVALUATION STANDARDS	S	U
8-10-A Prepare for the movement.	Company team commander is provided task force warning and operation orders containing the information in the general conditions. He is given time to prepare for the movement (conduct a map reconnaissance, select formations, and issue his order).	Company team commander selects formations that maximize the combat power of the company and minimizes its exposure and vulnerability to opposing force fire through proper techniques, terrain, and fire support.		
8-10-B Conduct the movement.	Task force operation order provides the time at which the company team must begin the move. Opposing force locations are unknown. Light resistance may be encountered during movement.	<p>a. Movement techniques appropriate for the terrain and expected degree of opposing force contact are used. Maximum use is made of covered and concealed routes. Advancing elements are supported from overwatch positions by other company team elements, and by organic/non-organic indirect fires.</p> <p>b. Coordination of mortar, machinegun, antitank, and nonorganic fire supports the movement as needed (i.e., fires must begin, be shifted, and be stopped as specified in the order, and planned and immediate suppressive fires must be responsive to requests from maneuver platoons).</p> <p>c. Locate the opposing force.</p>		
8-10-C React to contact.	Company team is engaged by machinegun and antitank fire.	Company team will immediately return fire, deploy, report, and develop the situation.		
8-10-D Submit reports.	General and preceding conditions apply.	<p>Reports as to friendly location, nature of terrain, and opposing force situations are submitted by secure means.</p> <p>NOTE: TAB A, next page, contains suggested support requirements.</p>		

8-10-2

ARTEP 71-2

Figure 1. ARTEP T&EO Example

TRAINING AND EVALUATION OUTLINE

UNIT: COMPANY TEAM

MISSION: HASTY ATTACK

ID#/TASK	CONDITIONS	TRAINING/EVALUATION STANDARDS	S	U
8-11-A Conduct hasty attack.	General location of opposing force is known but his strength and exact disposition have not been determined.	Conduct hasty attack to eliminate opposing force positions and to determine opposing force strength and disposition. When light resistance is encountered, opposing force positions are eliminated and the movement is continued. If the resistance is too great from the company team to overcome, assistance is requested from task force and the company team occupies supporting positions and assists other task force elements. Immediate and planned fires are called for from supporting mortar and artillery elements as required in the company team fire support plan. All leaders issue clear and concise frag orders containing information to accomplish required tasks. Maximum use is made of the protective cover of the terrain. Units support each other from overwatch positions with maximum suppressive fire.		
8-11-B Secure objective.	Company team elements engaged by short-range antitank weapons.	<p>a. Infantry elements attack opposing force antitank weapon positions dismounted. Tanks and M113 caliber .50 gunners support dismounted infantry with fires.</p> <p>b. Objective is secured without sustaining excessive casualties and vehicle losses (Evaluator judgment).</p> <p>c. Team will consolidate, reorganize, and prepare to continue tactical operations.</p>		
8-11-C Submit reports.	General and preceding conditions apply.	Situation reports are submitted to the task force.		
		NOTE: TAB A, next page, contains suggested support requirements.		

8-11-2

ARTEP 71-2

Figure 2. ARTEP T&EO Example

The new standards are designed to make it easier for you to decide whether or not the units meet the standards.

In the MILES TET T&EO, a new column, labeled "Diagnostics" has been added. Note that many of the behaviors listed under "Standards" in the 71-2 T&EOs are now listed as Diagnostics. For example, the "Prepare for movement" standard in the 71-2 movement to contact T&EO indicates that the team commander should select a formation that maximizes "the combat power of the company and minimizes its exposure and vulnerability to opposing force fire through proper techniques, terrain, and fire support" (Fig 1). The new T&EO, under "TM CO prepares OPORD" lists the following Diagnostics:

- 2.1.3. Routes of advance selected by TM CO provide cover/concealment.
- 2.1.5. Formation selected insures that minimal part of unit is likely to make first contact with enemy.
- 2.1.6. TM CO plans for tank platoon(s), infantry platoon(s), and/or TOW section to provide overwatch.
- 2.2.2. TM CO plans to use indirect fire to cover elements crossing areas which afford poor cover/concealment.
- 2.2.4. TM CO plans to use indirect fire to cover the movement of unit.

For each task/subtask, these diagnostics should help to clarify performance on the standard by pointing out things a unit might do to make it more likely that it will meet the standard. Thus, a team commander who performs map and terrain reconnaissance (diagnostics 2.1.1. and 2.1.2.) is more likely to plan a scheme of maneuver that minimizes exposure and is tactically sound (standard 2.1). Note,

however, that the unit does not have to perform every diagnostic in order to meet the standard. A team commander may develop an excellent scheme of maneuver without performing map and terrain reconnaissance. On the other hand, a unit may do all the things listed in the Diagnostics column for a specific task and still not meet a standard. Thus, a unit may do diagnostics 2.1.1. through 2.1.7. and still not develop a scheme of maneuver that minimizes exposure and is tactically sound. The Diagnostics are not an ATT checklist; rather, they are a set of behaviors that, if performed correctly, may help a unit to meet a standard, and if performed incorrectly or omitted, may help to explain why a unit failed to meet a standard. Furthermore, the Diagnostics column will help to structure subsequent training programs by stressing important behaviors which may affect performance on the standards.

The T&EO is the most important document you will receive during these exercises. It guides the conduct of the exercises, the observations you make, the interpretation of your observations, the evaluation and feedback processes, and subsequent training programs. Note, however, that the T&EO is neither exhaustive nor extensive, it is an outline. Anytime you see behavior that may lead to a unit meeting or failing to meet a standard, take note of it. The T&EO is a guide; it cannot do the observing for you. You must decide what behaviors may be important later, or what behaviors (or lack of behaviors) may impact on the exercise. For instance, in one exercise, two TOW crews ground-mounted their weapons systems and neglected to leave anyone back at the vehicles to monitor the radios. This turned out to be a critical mistake, because

the TOWs were out of range for the final assault on the objective and the team commander could not call them to displace them to forward locations. As a result, the final assault was conducted with no over-watch from the TOWs and the unit was destroyed. This type of behavior (leaving no one to monitor the radios) was not listed in the T&EO yet it had a major impact on the outcome of the exercise. Study the T&EO and learn it; use it to guide your observations but do not let it blind you so that you observe only what is listed. (During the evaluator instruction, the T&EO will be studied in considerable detail in conjunction with the scenarios, OPORDs and OPFOR plan to be used during the MILES TET).

3. Overview of Evaluator Duties and Responsibilities

The evaluation staff has three basic duties-- observe and record the performance of the unit, summarize and integrate all of your observations into a single coherent "picture" of the exercise, and prepare a feedback package for the company commander/training manager. The T&EO described above structures your observations of unit performance. We have prepared data forms to aid you in recording these observations. (The data forms will be considered later.) After the exercise is over, the C/E staff returns to a central location and "reconstructs" the exercise. All of your observations and the data collected are to be combined to create a history of the exercise. The goal of this effort is a narrative which, guided by the T&EO, provides a chronological description of the events

in the exercise. This narrative is included in a feedback package to be delivered to the company commander and/or training manager. The feedback package is directed at providing diagnostic training information to aid in structuring subsequent training.

To facilitate the reconstruction of the exercise, three additional controller/evaluators are assigned to observe external evaluation exercises (see figure 3). Two of the additional C/E's are infantry squad maneuver controller/evaluators. During an external evaluation exercise, the C/E's have only one duty more than those performed during a training exercise - to fill out the T&EO data forms (to be discussed later). After an external evaluation exercise, the C/E's also have only one additional duty - to prepare the feedback package for the participating unit.

Observe performance and fill out data forms. Before an exercise begins, the C/E staff must decide what to observe and how to observe. In order to do this job adequately, the C/Es must plan out the exercises in detail -- the missions to be evaluated, the way in which these missions will be presented (scenario), the terrain to be used, how the OPFOR plan will develop and probe the evaluated unit, etc. This planning function will be conducted as a group activity during the C/E instruction. Before receiving this instruction, however, you should know the mission, scenario, OPORD, exercise lane, OPFOR plan, and T&EO in detail.

Coordination among C/Es is vital if adequate observations are to be made. Each C/E must coordinate with the other C/Es, the OPFOR C/Es, and the senior C/E to ensure that he places himself so that he is in the

CONTROL ELEMENT	QUALIFICATIONS	NUMBER REQUIRED		EQUIPMENT REQUIRED		
		PRE/POST TNG. DIAGNOSIS	ROUTINE TRAINING	CONTROLLER GUNS	VEHICLES	RADIOS
SENIOR CONTROLLERS*	Senior to commander of exercise unit, qualified to command type unit being controlled.	Two—one per tactical force.	Two—one per tactical force.	One per controller.	Two ¼ ton trucks with RTO/driver one per controller.	Two AN/VRC 47's, One for each vehicle.
INFANTRY PLATOON MANEUVER CONTROLLERS	LT/SFC—Platoon Leader or Platoon Sergeant qualified.	1	1	One per controller.	None	One AN/PRC-77 per controller.
INFANTRY SQUAD MANEUVER CONTROLLERS	SFC/SSG—Squad Leader qualified	3	1	One per controller.	None	One AN/PRC-77 per controller.
TANK PLATOON MANEUVER CONTROLLERS	LT/SFC—Platoon Leader or Platoon Sergeant qualified.	1	1	One per controller.	One ¼ ton truck with RTO/driver per controller	One AN/VRC-46 per vehicle.
TOW MANEUVER CONTROLLERS	SFC/SSG—TOW Section Chief qualified.	1	0	One per controller.	None	One AN/PRC-77 per controller.
INDIRECT FIRE CONTROLLERS	LT—Artillery FIST or mortar Platoon Leader qualified.	One per exercise.	One per exercise.	None	One ¼ ton truck with RTO/driver per controller.	One AN/VRC-46 per vehicle.
FIRE MARKER CONTROL COMPUTERS	One SFC/SP6; one SP4 both FDC qualified.	Two per exercise.	Two per exercise.	None	M-577 or other suitable shelter.	Three AN/VRC-46's plus P/F Plotting and Computing Equipment.
FIRE MARKERS**	SCT—forward observer qualified.	Two to four per exercise.	Two to four per exercise.	One per fire marker.	One ¼ ton truck with RTO/Driver per fire marker.	One AN/VRC-46 per vehicle.
NCS OPERATORS	SCT—TOC qualified.	One per exercise.	One per exercise.	None.	M-577 or other suitable shelter.	One AN/VRC-46 per operator.
TACTICAL NET MONITORS	Qualified to command/lead tactical element being monitored.	One per radio frequency monitored.	One per radio frequency monitored.	None.	M-577 or other suitable shelter	One AN/VRC-46 per monitor.

*The senior of the two Senior Controllers normally serves as the Exercise Director.
 **Number of monitors depends on terrain features and planned intensity of IDIF.

Figure 3. Pers./Equip. Requirements for MILES Exercise

best position to observe the action, and so that C/Es as a team anticipate the needs for communications. All of this must be done before setting foot on the terrain. As part of the evaluator instruction, the C/E staff will play through the scenarios, OPORD and OPFOR plan on a terrain board representation of the exercise terrain. The evaluation staff will plan how and what to observe, what they expect to happen, and how best to coordinate their observations.

Each C/E is assigned to follow a particular element in the combined arms team. The Sr C/E follows the team commander and observes his performance, and other C/Es observe the tank platoon, TOW section, and infantry platoon. The OPFOR C/Es are placed with the OPFOR to observe the performing unit's movement techniques, use of covered and concealed routes of advance, use of smoke and indirect fire, and reaction to contact. Although each C/E is assigned to a particular element, he should observe other elements, if possible, and coordinate with other C/Es to help in their observations. If the tank light section were to separate from the heavy section and be out of sight of the tank platoon C/E, for instance, any C/E who can see the light section should observe its performance and record that information. It is extremely important that the C/Es develop the skill of making valid and reliable observations and recording these observations. In order to aid in the development of these skills, Section 4 of this guidebook will review some of the basic principles of observing unit performance within the MILES-ARTEF environment. Please read it carefully.

Summarize and integrate observations. Although some evaluation takes place in the field, the majority of the assessments take place

after the exercise. All of the C/E's observations, a Net Control Sheet (NCS) that keeps a time-ordered record of casualties, Fire Direction Center (FDC) data, and commo net recordings (see TC- for NCS, FDC, and communication records) are summarized and integrated into a single, coherent picture of the exercise. Each C/E data form must be checked for completeness and consistency. C/E data forms then must be compared to all other observations (other C/E data forms, the NCS record of casualties, FDC records, and commo information) and any discrepancies must be resolved. The most efficient method of checking the observations and resolving the differences is to "reconstruct" or replay the exercise on an enlarged terrain representation. Place the OPFOR defensive positions on the terrain map (or board) and let OPFOR C/Es "play" the defense. Then have the C/E for each maneuver element move his units (or mark the map) to indicate the movement of the field units. Time markings should be provided on the map so the relative positions of the various elements can be determined for a specific time. Important events should also be indicated on the map. Casualties due to indirect or direct fire should be marked and the firer determined (if it is not already known). All indirect fire missions, including smoke, should be indicated. Detections, either visual sightings, signatures, or engine smoke should be marked. The OPFOR C/Es are particularly helpful with detections. The dismounting and remounting of infantry should also be registered on the map. The map, when completed, details the unit's scheme of maneuver, overwatch positions, indirect fire missions, locations of detections for both teams, and locations of casualties for both teams. By reconstructing or replaying the exercise in this manner,

discrepancies are encountered and resolved, and the C/E staff prepares itself to write the narrative of the exercise.

Prepare a feedback package. After the exercise is reconstructed and a single, coherent picture of the exercise has been established, the C/E staff prepares a feedback package for the company commander/training manager of the performing unit. This package is designed to aid in identifying primary training objectives and structuring the subsequent training program. Using this feedback package, the Senior C/E debriefs the company commander/training manager and gives him the entire package. (See appendices for completed data forms, critical event cards, and feedback package).

4. Observation and Recording Observations

4.1 Introduction

This section of the guidebook will review some of the basic principles of observing the performance of units in the MILES-ARTEP environment. It begins with a brief introduction to "How to Observe", then the data forms are discussed in some detail. Finally, you will complete a practical exercise based on the scenario for the exercise you will be observing.

4.2 "How to Observe"

The discussion of "How to Observe" is divided into two parts. The first part deals with unit actions that can be observed by a single C/E versus those that require observation by two or more C/Es. The second part deals with discrete versus continuous unit actions.

a. Single versus Multiple Observer Actions

(1) Actions that can be observed by a single C/E.

Some actions described by T&EO items you can observe and evaluate yourself. Here, the task is performed in a small enough area and a short enough period of time that you can observe and evaluate without assistance. Even here, you probably will not be able to observe all these actions all of the time. Consequently, you plan to observe a representative sample of performances by each element of the unit during the exercise.

There are three types of actions that a single C/E can usually see by himself:

(a) Performance of "hands-on" tasks. Most of these refer to men using equipment. Examples would be the positioning of vehicles and operation of crew-served weapons.

(b) Orders given within the unit. Examples would be line-of-sight communications by hand-and-arm signals, maintenance of formation by line-of-sight guiding on other vehicles.

(c) Use of terrain and cover/concealment by small units or vehicles. An example would be a single squad or vehicle using terrain to improve observation or to bring fire to bear on the OPFOR.

(2) Multiple C/E Observations.

The second class of skills are those that require an exchange of information between C/Es. These skills generally involve coordination between elements that are not able to see one another. In order to acquire complete information on the unit's skill in executing this type of task, you need to identify other C/Es who can observe those aspects of the activity that are beyond your individual field of observation and plan for a timely exchange of information.

There are two types of such actions:

(a) Tasks involving closely-timed coordination. In these situations, elements are far enough apart that a single C/E cannot see them both. Coordination of actions by platoons and sections is stressed.

(b) Transmission of orders/information/intelligence from an originator to a destination. Emphasis is on transmission of information between the company commander, the platoon leader and section and squad leaders. Distortions may occur during transmission. C/Es must evaluate accuracy in transmission as well.

b. Discrete Actions versus Continuous Actions

(1) Discrete actions are events that occur once or perhaps several times during an exercise. They are discrete in that it is easy to define when they begin and end. Examples of discrete actions are the leader giving the OPORD, infantry dismounting or mounting up, and placement of men/vehicles in defense positions. Improving a defense position or maintaining security/observation are (or should be) continuous actions.

In planning to observe unit performance, try to estimate as closely as possible when and where discrete actions will occur. Planning to put yourself in a position to observe and evaluate these actions should take priority. If, for example, troops dismount, they will do so rapidly. If you, as C/E do not see them dismount, you will not have another opportunity to do so. Occurrence of some of these discrete actions can be anticipated by exchange of information between C/Es. Plan to use the evaluator net to warn evaluators as to when and where such actions are apt to occur.

(2) Continuous actions

Continuous actions--on the other hand--can be observed periodically. Observations can be made by sampling whenever you have time to make observations. For example, a special class of performance that you must monitor continuously involves communications/supervision by leaders. In addition to pre-mission planning and preparation of orders, leaders must supervise their units to insure proper execution.

The completeness and accuracy of the evaluation of a unit and the feedback provided to it depend very heavily on how well the C/Es observe the exercise and record their observations. If you are alert and looking for tactical errors or instances of particularly good performance, then the evaluation exercise will be of great benefit to the unit. However, if the C/Es do not take their jobs seriously, the evaluation exercise could turn out to be a waste of time and resources for both the C/Es and the unit.¹

¹ The section on "How to Observe" is based on work performed by Human Sciences Research, Inc., under contract number DAHC19-77-C-0001.

4.3 Data Forms

The data forms were designed to help you observe and to insure that the absolutely essential information required for evaluation is recorded in a standard format. The items on the data forms do not cover all of the possible observations you will make or all of the comments you may want to make concerning the unit's performance. Therefore, you will have to add supplementary notes to the items on the data forms themselves. Perhaps the data forms can be best thought of as note-taking guides. That is, they will key you to specific events that you should be looking for. Since it is impossible to anticipate everything that can happen in a MILES-ARTEP exercise, we must rely on the conscientious work of the C/Es to fill in the gaps. Remember, it is easy to decide not to include a comment or an observation in the evaluation report. If we need information after the exercise is over that has not been recorded, there is little or no chance that it can be included in the evaluation report. A good rule of thumb in observing and recording exercise data is to note anything and everything that might conceivably be of value.

a. Senior C/E Data Forms

The senior C/E will be primarily responsible for observing, collecting data on, and evaluating the performance of the unit commander. In addition, he will coordinate the other members of the C/E staff, he will be responsible for insuring that all C/Es have their data forms ready and are in the correct locations prior to the start of the exercise, he will be responsible for insuring that all data forms are properly completed and turned in after the exercise, and he will conduct the post-exercise debriefing and preparation of the evaluation report. The senior C/E data forms are arranged more or less in the order in which events will

take place during the exercise. Each part of his package of data forms is described below according to the major exercise events appropriate for it. From the start of the exercise when the warning order is delivered to the team commander until the exercise ends, the senior C/E must be in close proximity to and must maintain radio communications with the team commander (or his replacement).

(1) Delivery of the Warning Order to Arrival in the Assembly Area

WARNING ORDER

1. Time Battalion warning order issued: _____

2. Time CTC issues warning order: _____

3. CTC issues warning order to: _____

4. Warning order includes:

Specify

(a) AA arrival time?	Yes ()	No ()	_____
(b) AA location?	Yes ()	No ()	_____
(c) OPORD issue time?	Yes ()	No ()	_____
(d) OPORD issue location?	Yes ()	No ()	_____
(e) Mission?	Yes ()	No ()	_____
(f) Special preparations?	Yes ()	No ()	_____

List:

(g) Remarks:

5. Time CTC arrives in AA: _____

6. Are there any missing personnel or pieces of equipment? Yes () No ()
List:

Item 1. Note the time that you deliver the battalion warning order to the company team commander (CTC).

Items 2 and 3. Note who the CTC gives his warning order to and at what time. He may ask his first sergeant and/or XO to accompany him to receive the battalion warning order, in which case items 1 and 2 will be the same and item 3 will be the personnel present. Alternatively, the CTC may formulate his own warning order and deliver it to one or more people. In this case, item 2 will be the time that the CTC delivers his own warning order and item 3 will be the personnel who receive it.

Item 4. Item 4 refers to the content of the warning order. In the case of the CTC having other personnel present for the battalion warning order, make sure you list the content anyway. Also note in the "Remarks" section (g) that the CTC essentially relied on the battalion warning order and note any changes or additions he made to it.

In some cases the CTC may not issue a formal warning order. Instead, he may call one or more of his personnel and tell them where the assembly area is and tell them to meet him there. In this case, use the "Remarks" section to describe this and use the rest of item 4 to list any specific instructions he gives. Item 2 will be the time he makes contact and item 3 will be who he calls. If there are several calls there will be multiple entries for items 2 and 3.

Item 5. Note the time the CTC arrives in the unit's assembly area.

Item 6. We need to know if the unit is understrength when the exercise begins. Use item 6 to list any missing equipment or personnel. Try not to interfere with the CTC in getting this information. It should be clear from looking at the vehicles that reach the assembly area and from listening to any radio communications to and from the CTC if there are any shortages. The other members of the C/E staff will be able to help with specific personnel shortages.

(2) Planning

PLANNING

- | | |
|--|----------------|
| 1. Does CTC do a map reconnaissance? | Yes () No () |
| 2. Is FIST present for map reconnaissance? | Yes () No () |
| 3. Does CTC do a terrain reconnaissance? | Yes () No () |
| 4. Is FIST present for terrain reconnaissance? | Yes () No () |
| 5. Does CTC coordinate with FIST when planning his fire support? | Yes () No () |
| 6. Does CTC coordinate with platoon/section leaders during planning? | Yes () No () |
| 7. Remarks: | _____ |

These data are intended to indicate how the CTC goes about planning his operation. The planning may go on after the team reaches the assembly area or the CTC may choose to do his map reconnaissance and some or all of his indirect fire support planning before he leaves for the assembly area. Use the "Remarks" item (7) to record where the planning takes place. Be particularly alert for the coordination between the CTC and the FIST (items 2, 4, and 5). You should note whether the CTC relies on his FO for advice in planning indirect fire or whether he decides how indirect fire will be employed and simply instructs the FIST in what to do. The CTC's coordination with his platoon leaders is also important. If the CTC is an armor captain, for example, does he rely on his infantry platoon leader for help in planning how to use the infantry most effectively? Although the data form for planning only asks specifically for YES/NO responses, be sure to add additional comments if you feel that they will help describe the planning process.

(3) Delivery of Operations Order (OPORD)

The Operations Order is one of the most critical indications of the unit's performance level that will be collected. The quality of the OPORD, as the CTC presents it, provides an excellent index of the unit commander's understanding of tactics and his ability to translate that understanding into a plan that can be successfully executed by his unit. The differences between what the CTC specifies in his OPORD and the actual performance of the unit can provide information both on the unit's ability to perform and the CTC's command and control abilities. Finally, the ability of the CTC and the unit to modify the original plan in response to the immediate tactical situation provides data on the adaptability of the team.

The first two items on the OPORD data form (below) provide space for you to note the time that the OPORD is delivered and some information about the location from which it is delivered. Notice whether or not the CTC refers to the terrain itself when he explains his concept of the operation. Also note if he chooses to deliver his OPORD in a location which is distracting. For example, do engine noises make it difficult to hear?, is there enough room for everyone to see the CTC's sketch of the operation?, are there many personnel around who do not need to be there? These sorts of observations can be recorded in the margins of the data form. They are important since they may help to explain why the unit does not execute the mission as planned.

Item 3 on the data form reminds you to copy the map of the plan that the CTC will probably refer to. Make sure you note any phase lines or checkpoints the CTC designates. This information is essential for interpreting communications. For example, if we have a record of a message from the CTC to the FO instructing him to fire preplot 1 and we don't know where preplot 1 is, the message provides little useful information. A copy of the planned scheme of maneuver will also make it much easier for you and the other members of the C/E staff to anticipate actions.

Item 4 of the data form is laid out like a five paragraph order. The CTC will probably follow this format. Make sure to note the content of the order in the section of the data form labeled "Specify".

1. Time OPORD issued: _____
2. OPORD issued from location which permits terrain observation? Yes () No ()
3. Copy map of maneuver routes, fire support plan, and control measures.
4. Does OPORD include:

ENEMY SITUATION

Specify:

How Many:	Yes () No ()	_____
Where:	Yes () No ()	_____
Anticipated Action:	Yes () No ()	_____
Recent Activity:	Yes () No ()	_____
Equipment/Weapons:	Yes () No ()	_____

FRIENDLY SITUATION

Disposition:	Yes () No ()	_____
Support:	Yes () No ()	_____

MISSION

LD Time:	Yes () No ()	_____
Objective:	Yes () No ()	_____
On-Order Missions:	Yes () No ()	_____

EXECUTION

LD Location:	Yes () No ()	_____
LD Formation	Yes () No ()	_____
Scheme of Maneuver:	Yes () No ()	_____
Tank Plt	Yes () No ()	_____
TOW Section	Yes () No ()	_____
Infantry Plt	Yes () No ()	_____
FIST Team	Yes () No ()	_____
Order of March	Yes () No ()	_____
Overwatch	Yes () No ()	_____

FIRE SUPPORT

Preplots: List

Yes () No ()

Specify

COORDINATING INSTRUCTIONS

Phase Lines

Yes () No ()

Checkpoints

Yes () No ()

Attack Positions

Yes () No ()

Action on Enemy Contact

Yes () No ()

Adjustments for
Heavy Casualties

Yes () No ()

Security

Yes () No ()

Consolidation

Yes () No ()

Reorganization

Yes () No ()

COMMAND AND SIGNAL

Chain of Command

Yes () No ()

Command Freq

Yes () No ()

FDC Freq

Yes () No ()

Call Signs

Yes () No ()

Alternative Commo

Yes () No ()

CTC Locations

Yes () No ()

Visual Signals

Yes () No ()

(4) Preparation for the Attack

PREPARATION FOR ATTACK

1. Does the CTC supervise logistical preparations? Yes () No ()
2. Time CTC crosses LD: _____
3. Do leaders report crossing LD?
 - (a) Tank platoon Yes () No ()
 - (b) Mech platoon Yes () No ()
 - (c) TOW section Yes () No ()
 - (d) CTC (to Battalion) Yes () No ()

These data refer to the unit's activities after the OPORD has been issued. The unit will probably be making final equipment and radio checks, briefing subordinates, moving into position for crossing the LD, and finally crossing the LD. Item 1 refers to the amount of supervising the CTC displays during these activities. Is he keeping track of the unit or is he BS'ing with his driver (or you)? Make sure you are not distracting the CTC to the extent that he does not perform his job. Item 2 asks for the time that the CTC himself crosses the LD. If the CTC decides to remain in the assembly area and control the unit from that position, make sure that you note that. If and when he decides to move, note the time and situation that leads to his decision. You will be listening to the unit command net. Item 3 provides space for you to note whether or not the main elements report crossing the LD and whether or not the CTC reports his progress to Battalion. Note any critical information included in the messages.

(5) Movement Towards the Objective

There are two data forms applicable to this phase of the exercise. One asks for your subjective opinion of the quality of the movement techniques displayed. In addition to the YES/NO responses on the data form, make notes describing why you judged the movement techniques to be acceptable or unacceptable. We need to be able to explain to the unit what kinds of errors in movement they committed or to encourage them to continue doing whatever it is they do well. If you are not in a position to make the necessary observations, make sure that you make a note explaining why.

If you are able to make these observations:

MOVEMENT

1. Overall

(a) Movement took advantage of terrain to provide cover and concealment? Yes () No ()

(b) Overwatch/firing position took advantage of terrain to provide cover and concealment? Yes () No ()

2. Unit tended to move quickly when forced to cross open area? Yes () No ()

3. Smoke was used effectively to cover movement across open areas? Yes () No ()

The second data form first reminds you to keep a sketch map of the CTC's movement. The purpose of this map is to allow us to construct a sketch of the exercise that shows where the various elements were during the exercise. Therefore, the times that you note on your sketch are critically important. We will not be able to judge whether or not the unit was physically in a position to mount an effective attack unless

we know where its elements were and when they were there. The second item on the data form reminds you to request situation reports from the CTC at least four times during the exercise, twice during movement, upon initial contact with the OPFOR, and when the unit is ready to mount its assault on the objective. During movement try to make your requests for reports coincide with the crossing of phase lines and checkpoints. If the CTC calls you with sit reps on his own, there is no need for you to request additional reports. However, whether the sit rep is initiated by you or by the CTC, it is absolutely essential that you notify the other members of the C/E team to mark the location and status of their elements on their sketch maps at the time the report is sent. The purpose of these data is to allow us to compare what the CTC thinks his unit is doing (as reflected in his sit rep) with what the unit is actually doing.

1. MAP CTC movement noting times when terrain features, phase lines, or checkpoints are crossed and when major events including casualties, taking/leaving overwatch or firing positions, or dismounting occur.
2. Acting as Bn CO, over the command net, REQUEST SIT REP from CTC twice during movement, upon initial contact at OP, and as the unit prepares to assault the objective. NOTIFY CONTROLLERS TO RECORD LOCATION AND STATUS.

(6) Reaction to Initial Contact

In order to respond to the items on this part of the data forms, all of the members of the C/E team will probably have to pool their observations. Note what you can see or infer from listening to the command net. You should also make marginal notes describing how well the CTC and the unit were able to respond to the enemy. The unit's reaction to the first contact is often an excellent indication of how well

it will be able to carry out its mission. Your sketch map will also be very helpful in describing the unit's response to contact. If you are able to make these observations:

REACTION TO INITIAL CONTACT

1. What element(s) made initial contact? _____ (Plt/Sec/OPFOR)
2. Elements return fire and take cover? Yes () No ()
3. Lead element attempts to fight through? Yes () No ()
4. Artillery is called on OPFOR positions? Yes () No ()
5. Artillery causes OPFOR to be suppressed or inflicts casualties? Yes () No ()

(7) Hasty Attack & Frag Order

There are two data forms for this part of the mission. The first is very much like that for the reaction to the initial contact. It calls for you to note how the unit responded to contact with the main OPFOR position and how it conducted its assault on the objective. In addition to the data form, pay careful attention to completing your sketch map of the assault. The map will be very useful in explaining the outcome of the attack.

If you are able to make these observations:

HASTY ATTACK

1. What element(s) made initial contact? _____ (Plt/Sec/OPFOR)
2. Elements return fire and take cover? Yes () No ()
3. Lead element attempts to fight through? Yes () No ()
4. Artillery is called on OPFOR positions? Yes () No ()
5. Artillery causes OPFOR to be suppressed or inflicts casualties? Yes () No ()
6. Direct fire weapons suppress OPFOR? Yes () No ()

The second data form concerns the CTC's frag order to his unit. On some occasions the CTC may not deliver a frag order. In this case, note that no formal frag order was delivered and use the data form to make notes concerning how the CTC tries to control the hasty attack. If he does deliver a frag order, fill out the data form. Items 1 and 2 refer to the information that the CTC collects in order to put together his FRAGO. Does he call his platoon and section leaders to get information? Does he verify information by checking with more than one subunit? Items 3, 4, and 5 refer to the content of the FRAGO. In addition to the YES/NO responses, use the margins of the data form to make notes of the content and to note why you feel that the FRAGO is adequate or inadequate.

FRAG ORDER

Comment

- | | | |
|---|---------|--------|
| 1. CTC solicits information from subunits? | Yes () | No () |
| 2. CTC verifies information? | Yes () | No () |
| 3. FRAGO contains order to | | |
| (a) Tank platoon? | Yes () | No () |
| (b) Mech platoon? | Yes () | No () |
| (c) TOW section? | Yes () | No () |
| 4. FRAGO includes | | |
| (a) Fire support plan? | Yes () | No () |
| (b) Priority of fires? | Yes () | No () |
| 5. FRAGO scheme of maneuver | | |
| (a) concentrates combat power? | Yes () | No () |
| (b) makes maximum use of available firepower? | Yes () | No () |

(8) CTC Reports to Battalion

Throughout the exercise the CTC should be reporting the unit's progress to battalion. This part of the data form is designed to tell us if the most critical reports are sent. Check "yes" only if the CTC initiates the report. That is, if you must request a sit rep on crossing phase lines and checkpoints, then item "a" should be checked "no". Item "d" on this part of the data form refers to a report after seizing the objective. Use the margins of the data form to record your observations concerning how well the unit takes the objective and consolidates its position.

CTC reports to battalion

- | | | |
|--|---------|--------|
| a. Crossing checkpoints and phase lines? | Yes () | No () |
| b. On initial contact? | Yes () | No () |
| c. Prior to assault on objective? | Yes () | No () |
| d. After seizing objective? | Yes () | No () |

b. Platoon/Section C/E Data Forms

The Platoon/Section C/Es are responsible for observing and evaluating the performance of the tank and mech infantry platoons and the TOW section. C/Es will, in general, want to stay in the vicinity of the platoon or section leaders. You will, however, need to keep track of the other elements of the platoon or section you are responsible for should the elements separate. Your data forms are very similar to those used by the senior C/E. Remarks will only be made on differences between these forms and the senior C/E forms, so be sure to read the section on the senior C/E data forms.

(1) Delivery of the Warning Order to Arrival in the Assembly Area

The only difference between this form and the senior C/E form is item 1. This is simply a record of whether or not the subunit leader receives a warning order at all. If he does, fill out the rest of the items in the same way as those for the senior C/E. If not, use the margins of the data form to note how the subunit leader is instructed to get to the assembly area and how he is told when and where the OPORD is to be delivered. In either case, be sure to fill out items 4 and 5.

WARNING ORDER

1. Does leader receive warning order? Yes () No ()

2. Time leader receives warning order? _____

3. Warning order includes?

Specify

- (a) AA arrival time?
- (b) AA location?
- (c) OPORD issue time?
- (d) OPORD issue location?
- (e) Mission?
- (f) Special preparation?

Yes () No ()
Yes () No ()
Yes () No ()
Yes () No ()
Yes () No ()
Yes () No ()

List:

(g) Remarks:

4. Time last element of platoon/section arrives in AA:

5. Are there any missing personnel or pieces of equipment? Yes () No ()
(List missing personnel/equipment)

(2) Planning and Delivery of Company Team OPORD

Some team commanders will get their subunit leaders heavily involved in the planning phase of the mission. Others will not. The Planning part of your data forms refers to this phase of the mission. Use the data form to describe how the CTC interacts with the leader of your subunit during the planning phase. The OPORD part of the data forms records whether or

not your subunit leader attends the company team OPORD presentation and whether or not he interacts with the CTC. You will also want to be present for the company team OPORD. It will be very helpful to you in anticipating the action to take place during the exercise and you need the information included in the company team OPORD to compare it to the subunit OPORD delivered by your subunit leader.

PLANNING

1. Is leader present for CTC map recon? Yes () No ()
2. Is leader present for CTC terrain recon? Yes () No ()
3. Does CTC coordinate with leader during planning? Yes () No ()

OPORD

1. Is leader present for OPORD? Yes () No ()
2. Is leader backbriefed by CTC? Yes () No ()

(3) Delivery of Platoon/Section OPORD

There are two data forms to be filled out which refer to the platoon/section OPORD. The first item reminds you to fill out the standard OPORD data form in the same way that the senior C/E fills out one for the CTC. Remember you are reporting on what the platoon or section leader tells his people. Therefore, there may be a number of items on the OPORD data form which you will respond "no" to because the subunit leader does not consider them to be necessary for his elements. The second item reminds you to make a copy of the sketch map the leader uses to describe the mission to his elements. Be sure to get a good copy, taking special note

of checkpoints and phase lines. Item 3 refers to the leader's interaction with his element leaders and item 4 is your subjective reaction to the leader's OPORD. Item 4, in effect, asks whether or not the platoon or section leader's OPORD indicates that he has an adequate understanding of his mission to convey it to his people. Item 5 is open for your remarks. Any observations that you think might be important in relating the platoon/section OPORD to the exercise outcome should be included in item 5. Be alert to the fact that some platoon or section leaders will not issue a formal OPORD to their elements. In this case, note that a formal OPORD has not been delivered and try to find out how (and if) critical information does get to the individual vehicles and squads. Such informal lines of communication are sometimes critically important in understanding how a unit operates. While these data are sometimes hard to record, they are sufficiently important for you to be very alert to any clues concerning how informal communication channels operate within the unit.

PLATOON/SECTION OPORD

1. Fill out OPORD Data Form.
2. Copy leader's map.
3. Does leader backbrief his people? Yes () No ()
4. In your opinion, does the leader understand his mission? Yes () No ()
5. Remarks:

1. Time OPORD issued: _____
2. OPORD issued from location which permits terrain observation? Yes () No ()
3. Copy map of maneuver routes, fire support plan, and control measures.
4. Does OPORD include:

ENEMY SITUATION

Specify

How Many:	Yes ()	No ()	_____
Where:	Yes ()	No ()	_____
Anticipated Action:	Yes ()	No ()	_____
Recent Activity:	Yes ()	No ()	_____
Equipment/Weapons:	Yes ()	No ()	_____

FRIENDLY SITUATION

Disposition:	Yes ()	No ()	_____
Support:	Yes ()	No ()	_____

MISSION

LD Time:	Yes ()	No ()	_____
Objective:	Yes ()	No ()	_____
On-Order Missions:	Yes ()	No ()	_____

EXECUTION

LD Location:	Yes ()	No ()	_____
LD Formation:	Yes ()	No ()	_____
Scheme of Maneuver:	Yes ()	No ()	_____
Tank Plt	Yes ()	No ()	_____
TOW Section	Yes ()	No ()	_____
Infantry Plt	Yes ()	No ()	_____
FIST Team	Yes ()	No ()	_____
Order of March:	Yes ()	No ()	_____
Overwatch:	Yes ()	No ()	_____

OPORD Data
Form 2

FIRE SUPPORT

Specify

Preplots: List

Yes () No () _____

COORDINATING INSTRUCTIONS

Phase Lines

Yes () No () _____

Checkpoints

Yes () No () _____

Attack Positions

Yes () No () _____

Action on Enemy Contact

Yes () No () _____

Adjustments for Heavy
Casualties

Yes () No () _____

Security

Yes () No () _____

Consolidation

Yes () No () _____

Reorganization

Yes () No () _____

COMMAND AND SIGNAL

Chain of Command

Yes () No () _____

Command Freq

Yes () No () _____

FDC Freq

Yes () No () _____

Call Signs

Yes () No () _____

Alternative Commo

Yes () No () _____

CTC Locations

Yes () No () _____

Visual Signals

Yes () No () _____

(4) Preparation for the Attack

There are three parts to the data forms related to this part of the mission. The first refers to equipment preparation and checks. You may want to use your driver to help you collect these data. Move around the platoon as unobtrusively as possible and find out if the vehicles are properly topped off, equipped, and prepared for the exercise. Look for weapons checks. Listen on the radio for radio checks. If you feel that mistakes are being made, make notes in the margins of the data form. If the preparation is being particularly well conducted, you will want to note that also, explaining what was done that appeared so impressive.

The second part of the data forms reminds you to choose three squad or crew members at random and ask them what they know about the OPORD. Make sure the platoon or section leaders have plenty of time to brief their elements before you collect these data. If the crew or squad member seems to be having trouble you can prompt him by asking specific questions like, "Do you know the FDC call sign and frequency?" Try to spread your sample out. That is, ask crew or squad members from different vehicles and squads. We don't need to know names of the personnel you talk to, but you should note the vehicle or squad number he is assigned to.

The third part of the data forms refers to the amount of supervision performed by the leader in getting ready for the attack. Marginal notes describing what the leader does will be helpful. This part of the data forms also calls for you to mark the LD time (the time that the last element of your subunit crosses the LD) and your impression of whether the crossing of the LD is properly executed. Use item 5, "Remarks" to elaborate on the reasons for your judgments.

Plt/Section
Data Collector

PREPARATION

- | | | |
|------------------------------------|---------|--------|
| 1. Pre-OP maintenance performed? | Yes () | No () |
| 2. All vehicles topped off? | Yes () | No () |
| 3. Every vehicle has a map? | Yes () | No () |
| 4. Ammo distributed? | Yes () | No () |
| 5. Weapon checks performed? | Yes () | No () |
| 6. Local radio checks performed? | Yes () | No () |
| 7. Distant radio checks performed? | Yes () | No () |

OPORD

Interview a member from each:

- | | Squad/Crew 1 | Squad/Crew 2 | Squad/Crew 3 |
|-------------------|----------------|----------------|----------------|
| 1. LD time? | Yes () No () | Yes () No () | Yes () No () |
| 2. Objective? | Yes () No () | Yes () No () | Yes () No () |
| 3. Mission? | Yes () No () | Yes () No () | Yes () No () |
| 4. FDC frequency? | Yes () No () | Yes () No () | Yes () No () |
| 5. FDC call sign? | Yes () No () | Yes () No () | Yes () No () |
| 6. CMD frequency? | Yes () No () | Yes () No () | Yes () No () |
| 7. CMD call sign? | Yes () No () | Yes () No () | Yes () No () |

(5) Movement Towards the Objective

There are two parts of the data forms that refer to this phase of the mission. The first reminds you to maintain a sketch map of your subunit's maneuver route and the times that they are at different locations. This map is critically important for recreating the exercise so that explanations for the observed outcomes can be suggested. This part of the data forms also reminds you that the senior C/E will be calling you four times during the exercise to mark your subunit's location and status on your map. You will do this twice during the movement phase, probably near phase lines or checkpoints, when initial contact is made, and just prior to mounting the assault on the objective. If you can't account for all of the elements in your subunit, make the best guess that you can. After the exercise is over you can check with the missing elements and determine where they were and their status. In checking back, you will probably get much better information from the individual TCs and squad leaders if you can tell them where you think they were and have them correct you than if you don't give them a reference point.

1. MAP platoon/section center of mass movement noting times when terrain features, phase lines, or checkpoints are crossed and when major events including casualties, taking/leaving overwatch or firing positions, or dismounting occur.
2. ON ORDER FROM CTC CONTROLLER, RECORD ELEMENT'S LOCATION AND STATUS ON YOUR MAP.

The second part of the data forms relevant to movement asks for your subjective opinion about the quality of the movement. This part is exactly the same as the form used by the senior C/E. You may want to compare notes with the other C/Es, particularly the OPFOR C/E in completing this part of the data forms.

If you are able to make these observations:

MOVEMENT

1. Overall

(a) Movement took advantage of terrain to provide cover and concealment? Yes () No ()

(b) Overwatch/firing position took advantage of terrain to provide cover and concealment? Yes () No ()

2. Unit tended to move quickly when forced to cross open area? Yes () No ()

3. Smoke was used effectively to cover movement across open areas? Yes () No ()

(6) Reaction to Initial Contact

This part of the data forms is identical to the senior C/Es data form. Here again coordination among the members of the C/E team will probably be required. Be sure to make marginal notes describing your feelings about your subunit's reaction to contact.

If you are able to make these observations:

REACTION TO INITIAL CONTACT

1. What element(s) made initial contact? _____ (Plt/Sec/OPFOR)

2. Elements return fire and take cover? Yes () No ()

3. Lead element attempts to fight through? Yes () No ()

4. Artillery is called on OPFOR positions? Yes () No ()

5. Artillery causes OPFOR to be suppressed or inflicts casualties? Yes () No ()

(7) Hasty Attack and Frag Order

The first six items on this part of the data forms are identical to the senior C/E data form. Items 7 and 8 refer to your subunit leader's receiving a FRAGO. Item 8 specifically asks whether or not your subunit

leader disseminates the FRAGO throughout his platoon or section. Use the margins to note how the subunit reacts to contact, how it executes the assault on the objective, and how it responds to the FRAGO. The sketch map you make of your subunit's assault is extremely important. Without a good picture of how the subunits attacked their objective, it will be very difficult to provide useful feedback to the unit. You will probably want to discuss your sketch and your perceptions of the attack with the other C/Es after the exercise. You should also discuss any questions with your platoon or section leader after the exercise is over.

If you are able to make these observations:

HASTY ATTACK

1. What element(s) made initial contact? _____ (Plt/Sec/OPFOR)
2. Elements return fire and take cover? Yes () No ()
3. Lead element attempts to fight through? Yes () No ()
4. Artillery is called on OPFOR positions? Yes () No ()
5. Artillery causes OPFOR to be suppressed or inflicts casualties? Yes () No ()
6. Direct fire weapons suppress OPFOR? Yes () No ()
7. Does leader receive FRAGO? Yes () No ()
8. FRAGO disseminated? Yes () No ()

(8) Consolidation and Reorganization

The final part of the data forms deals with the subunit's actions after seizing the objective. Does the subunit quickly establish security, redistribute ammo and weapons, and get itself organized to hold its position? Does it report its status to the CTC? Use the margins to expand on the simple YES/NO responses on the data form.

AFTER SEIZING OBJECTIVE, Does unit

- | | |
|------------------------|----------------|
| 1. Establish security? | Yes () No () |
| 2. Position weapons? | Yes () No () |
| 3. Reorganize? | Yes () No () |
| 4. Report? | Yes () No () |

c. OPFOR C/E Data Forms

The OPFOR C/Es have two data forms that they are responsible for. In addition to filling out these data forms, the OPFOR C/Es must coordinate the OPFOR actions and ensure that it maintains the role assigned to it in the scenario. The OPFOR C/Es can also be very helpful to the other members of the C/E team by continually informing them of the progress of the exercise from the "enemy's" point of view.

The first data form has three parts, MOVEMENT, REACTION TO INITIAL CONTACT, and HASTY ATTACK. This form is identical to these parts of the senior C/E data forms. Remember when filling them out that the attacking unit is being evaluated and that unless the item specifically refers to the OPFOR the unit or element mentioned is the attacking unit. OPFOR C/Es like the other members of the C/E team should make frequent notes explaining the observations and responses to the items on the data form. The "enemy" perspective that the OPFOR C/Es contribute to the unit evaluation is critical to understanding the exercise outcome.

CTC Controller
Data Form

1. MAP CTC movement noting times when terrain features, phase lines, or checkpoints are crossed and when major events including casualties, taking/leaving overwatch or firing positions, or dismounting occur.
2. Acting as Bn CO, over the command net, REQUEST SIT REP from CTC twice during movement, upon initial contact at OP, and as the unit prepares to assault the objective. NOTIFY CONTROLLERS TO RECORD LOCATION AND STATUS.

FRAG ORDER

Comment

1. CTC solicits information from phase lines? Yes () No ()
2. CTC verifies information? Yes () No ()
3. FRAGO contains order to
 - (a) Tank platoon? Yes () No ()
 - (b) Mech platoon? Yes () No ()
 - (c) TOW section? Yes () No ()
4. FRAGO includes
 - (a) Fire support plan? Yes () No ()
 - (b) Priority of fires? Yes () No ()
5. FRAGO scheme of maneuver
 - (a) concentrates combat power? Yes () No ()
 - (b) makes maximum use of available firepower? Yes () No ()

CTC reports to battalion

- | | | |
|--|---------|--------|
| a. Crossing checkpoints and phase lines? | Yes () | No () |
| b. On initial contact? | Yes () | No () |
| c. Prior to assault on objective? | Yes () | No () |
| d. After seizing objective? | Yes () | No () |

The second OPFOR data form is a record of detections and engagements. OPFOR C/Es will have to get the cooperation of the OPFOR unit to complete this data form. Whenever an observation of the attacking unit takes place or one of the attacking elements is engaged, the time for the event, the type of element observed (TARGET TYPE), the number of targets, whether they are stationary or moving, and whether they are engaged, are all recorded on this data form. There is also a column for recording the effectiveness of direct and indirect fire in suppressing OPFOR elements. In filling out this form, OPFOR C/Es should explain any details of the event in the "COMMENTS" column.

ID OF UNIT BEING EVALUATED:

Name: _____

Date: _____

Position/Location

[illegible]

d. Commo Data Forms

The commo C/E will be monitoring the command radio net. The box in the upper right hand corner provides a space in which to record the call signs of key personnel. Be sure to do this so you will have a record for later use. Whenever one of the six types of messages listed at the top of the commo data form is sent, the commo C/E must record the time, the receiver, the sender, and the gist of the message. If the message is acknowledged, check the column on the right of the data form. Sometimes it is difficult to decide if a message falls into one of the six categories. If there is any question, record the data for that message. Particularly for commo data, it is far better to collect too much data than not enough.

RECORD ALL MESSAGES CONTAINING INFORMATION CONCERNING

- CALL SIGNS:

FIST Chief

ACKNOWLEDGED

[illegible]

5. Preparing a Feedback Package

As noted in Section 3, after the exercise is reconstructed and a single, coherent picture of the exercise has been established, the C/E staff prepares a feedback package for the company commander/training manager of the performing unit. This package is designed to aid in identifying primary training objectives and structuring the subsequent training program. Using this feedback package, the senior C/E debriefs the company commander/training manager and gives him the entire package.

The written report includes a one page summary of mission, weather, force mix, terrain, etc. A second page presents a brief assessment of mission accomplishment and summaries of casualties suffered, casualties inflicted, indirect fire missions called, and effects of indirect fire mission. This page also includes a brief description of the unit's strengths and weaknesses as determined by the C/E staff.

A written narrative of the exercise comes next. This narrative is a verbal description of what happened during the exercise, based on the C/E staff's observations and the reconstruction of the exercise completed earlier. The narrative should follow the order presented in the T&EO, starting with the warning order and continuing until the objective is secured (or the exercise is ended). All aspects of the T&EO should be addressed--the team commander's plan, the unit's execution of the plan, detections, casualties, indirect fire missions, etc. Always remember that the narrative is supposed to be a training aid for the team commander/training manager. Report the unit's strengths as well as its weaknesses, errors, and omissions.

The last section of the feedback package provides an analysis of exercise events based on the T&EO tasks/subtasks with reference to performance on the appropriate standards and relevant diagnostics. Addressing every task/subtask, the C/E staff determines whether or not the unit met the standard. If it did, yet did not perform all the diagnostics, you may want to indicate which diagnostic(s) was not done. If the standard was met and all diagnostics were performed, nothing more needs to be said. It is important, however, to praise the unit for a job well done, or exceptional performance in some particular area. If the standard was not met, try to determine why and report that in this section. Did the unit fail to perform a diagnostic which might lead to its not reaching the standard? Did it do, or not do, something not listed in the diagnostics which may help to explain its performance? Did it perform well, but for some "chance" occurrence was not able to meet the standard? After the narrative is written, it is usually relatively easy to fill out the T&EO to indicate the unit's strengths and weaknesses. It is merely a matter of working your way through the T&EO and attempting to explain the unit's performance in light of the tasks/subtasks, standards, and diagnostics. This process, the explanation of the unit's performance, is extremely important, one of the most critical aspects of the evaluation process. It is from this analysis that most of the training diagnostic information comes.

Finally, the senior C/E and the company commander/training manager get together and go over the feedback package in detail. They replay the exercise, pointing out strengths and weaknesses. Training diagnostic

information is given to the company commander both orally and in the written feedback package. At the company commander's request, the senior C/E helps to design a training program based on feedback from the field exercise.

5. The Feedback Package

After an external evaluation ES exercises, the C/E staff prepares a feedback package for the company commander/training manager of the performing unit. This package is designed to aid in identifying primary training objectives and structuring the subsequent training program. The senior C/E uses the package to debrief the company commander/training manager, who then keeps the package for use in developing a training regime.

The written report includes a one page summary of mission, weather, force mix, terrain, etc. A second page presents a brief assessment of mission accomplishment and summaries of casualties suffered, casualties inflicted, indirect fire missions called, and effects of indirect fire mission. The page also includes a brief description of the unit's strengths and weaknesses as determined by the C/E staff. A three or four page narrative is next in the package. This narrative is a verbal description of what happened during the exercise, reporting the events in chronological order. The last section of the feedback package provides an analysis of exercise events based on the T&EO tasks/subtasks with reference to the appropriate standards and relevant diagnostics.

Input to the Feedback Package. The feedback package is written after the controller debrief and the AAR. The NCS, FDC, communications records, evaluation data forms, The Activity Record Cards used by the Sr. C/E to conduct the AAR (See TC-___), and the C/E staff's recollections are used as input to the package. During the controller debrief and AAR, the exercise is "reconstructed", yielding a single, coherent picture of the exercise. The highlights of the exercise, such as firings, casualties, indirect fire missions, and other "critical events", are recorded on the Sr. Controllers Activity Record Cards.

Description of Exercise Conditions. The first page of the feedback package provides a brief description of the general exercise conditions. Among the factors which should be included are the unit's mission, the composition of the unit and the OPFOR, a specification of terrain and test lane boundaries, the weather, and extenuating circumstances which may influence the outcome of the exercise. Page 55 presents an example.

Summary of Exercise Outcome. The second sheet of the feedback package presents a brief summary of mission accomplishment, casualties sustained, casualties inflicted, indirect fire missions called, effects of fire missions, and a description of the unit's strengths and weaknesses. In most instances, by the time the controller debrief and AAR have been finished, the C/E staff has decided whether the unit accomplished its mission. If it is not clear, then the staff must write a brief description of what aspects were and were not accomplished (see example). Casualties sustained and inflicted by the unit are simple frequency counts (and, optionally, percentages) of the weapon systems destroyed in the unit or by the unit. Fire missions called summarizes the total number of missions called and the total number of HE and smoke rounds used. The effects of the fire missions are also summarized and presented. The final information presented on the second page of the feedback package is a short description of the units' strengths and weaknesses (see example). It is particularly important to emphasize the unit's strong points as well as its weaknesses.

Exercise Narrative. The OPFOR and senior controller take the cards from the AAR and write the exercise narrative. Using these cards, which were chronologically ordered for the AAR, as an outline, they fill out this outline into a complete verbal description of the exercise - incorporating relevant information from supplementary sources as needed, particularly the evaluation data forms and the controller's recollections.

EXAMPLE FIRST PAGE OF FEEDBACK PACKAGE

Situation:

OPFOR - OP, consisting of Dragon and two infantry with radio, on Hill 452. The main defensive position, with one tank and three infantry with two Vipers, was located on Hill 487. The OP was ordered to withdraw to the main defensive position immediately after initial contact.

UNIT - Team attacks north to seize objective Blue 1 (962456) at 1000 hrs.

Force Mix:

	<u>UNIT</u>	<u>OPFOR</u>
Tank	5	1
TOW	2	0
APC	4	1
Infantry	30	5
Dragon	2	1
Viper	5	2
FIST	1	1
HQ	1	0
Artillery		
He Rds	100	100
Smoke Rds	30	0

Summary of OPORD's: (See map on page 56.)

The lane is defined by two major roads approximately 1500 meters apart (E-W). The lane is also approximately 5000 meters long, with the objective on a hill. The West flank is mostly wooded up to phase line WHITE; the rest of the lane is generally open, rolling hills. Towns and cities are off-limits.

Weather:

40 and clear, no visibility problems.

Extenuating circumstances:

The only possibly unique factor in this exercise was that the OPFOR OP did not withdraw immediately following initial contact; their withdrawal to the main defensive position was delayed.

EXAMPLE PAGE TWO OF FEEDBACK PACKAGE

Summary of Exercise Outcomes

Mission Accomplished: Yes No Inconclusive

Discussion: The unit was able to place a tank and some infantry on the objective, but due to losses was unable to consolidate and defend the position.

Casualties:

	<u>Sustained</u>		<u>Inflicted</u>	
	No.	%	No.	%
Tank	4	80	0	0
TOW	2	100	-	-
APC	1	25	1	100
Infantry	20	67	2	40
Dragon	2	100	0	0
Viper	1	20	1	50
FIST	0	0	0	0
HQ	0	0	-	-

Indirect Fire Missions:

	<u>No.</u>	<u>%</u>	<u>Effects</u>	
Number called	22	-	Tank	0
He Rds used	78	78	TOW	0
Smoke Rds used	20	67	APC	0
			Infantry	2

Strengths and Weaknesses: The unit used excellent movement techniques but there was poor selection of firing positions by the TOWs. They were detected and destroyed, thus provided no overwatch for the tanks. Infantry were used poorly, and although many fire missions were called, they had minimal effect.

EXAMPLE NARRATIVE

Planning. All elements reported to the AA on time and with all personnel and equipment. The Tm Co planned to move on the West flank of the lane through the woods until phase line White was reached. Infantry in APC's were to lead, followed by TOW's, then Tanks. At phase line White, the infantry were to dismount and move up to objective White, while the TOW's and Tanks were in overwatch. When the infantry held objective White, the tanks were to assault objective Blue 1, with the TOW's and infantry in overwatch. Preplanned He missions were on objectives White and Blue 1.

OPFOR. The OPFOR had an OP with Dragon on objective White with orders to withdraw to main defensive position after first contact. The main defensive position, a tank and three infantry with two Vipers, were on objective Blue 1.

Execution. The unit moved out of the LD on time and in the proper formation. They moved slowly along the Western flank through the woods and approached the open area North of phase line White. The infantry platoon leader's APC continued into the open area and was hit by direct fire. The infantry platoon sergeant's APC dismounted in the wood line directly behind the hit APC, and an OPFOR artillery mission killed seven more including the platoon sergeant. The Tm Co saw the artillery hit and was unable to raise the platoon sergeant by radio. The Tm Co directed his TOW's into overwatch and prepared to take objective White with his light section. Smoke missions were called to mask the movement of the light section; but meanwhile, the OPFOR detected both TOW's and destroyed them. At this time the OPFOR OP withdrew. They were detected and an artillery mission was called on them, killing two infantry and a Viper weapon system. Several more fire missions were called in the vicinity of objective Blue 1 but they had little or no effect, except some suppression of the OPFOR. The Tm Co called more smoke missions to mask the movement of the

EXAMPLE NARRATIVE (CONTINUED)

heavy section, and ordered them to move onto objective Blue 1 when the smoke landed. The heavy section moved out but was detected and hit with direct fire from the OPFOR. All three tanks were destroyed, two by the OPFOR tank and one by the OPFOR Dragon. The light section then moved forward, hitting the OPFOR APC and forcing the OPFOR to withdraw. One light section tank was hit as it came onto objective Blue 1.

Final Status. One tank and several infantry were on objective at the end of the exercise. OPFOR had a tank, a Dragon, and several infantry, but decided to withdraw from objective.

Strengths and Weaknesses. The unit moved with good movement techniques until contact was made. Infantry performed poorly, and TOW's chose very poor over-watch locations. The timing for fire missions was not very good and many times missions were fired at no particular target. Smoke was used effectively in one instance and poorly in another.

The exercise narrative is a verbal description of what happened during the exercise, based on the C/E staff's observations and the reconstruction of the exercise completed during the controller debrief and AAR. The narrative should follow the order presented in the T&EO, starting with the warning order and continuing until the exercise is ended. All aspects of the T&EO should be addressed--the team commander's plan, the unit's execution of the plan, detections, casualties, indirect fire missions, etc. Always remember that the narrative is supposed to be a training aid for the team commander/training manager. Report the unit's strengths as well as its weaknesses, errors, and omissions. Using the Sr. Controller's cards as an outline, input from all possible sources, possibly even the evaluation data forms, should be used to write the narrative. A single map showing the maneuver routes of the various team elements aids in writing the narrative. Note that the narrative should be chronologically ordered and that, whenever possible, the activities being described should be related to terrain features and/or grid coordinates. If critical events have been identified, follow the relationship between the detailed discussion of the unit's strengths and weaknesses, directed at their training implications for the company commander/training manager. (See example narrative.)

T&EO Related Feedback. While the OPFOR and senior C/E's are writing the exercise narrative, the rest of the C/E staff, under the direction of the alternate Sr. C/E, is preparing the T&EO related feedback and a detailed map of the exercise. All of the C/E's small maps are transferred to a single larger map and any discrepancies about location and time are resolved. In particular, checks must be made to ensure that direct fire casualties are feasible (i.e., within range of firing weapon system, line of sight established, etc.) and that units reporting indirect fire casualties were in the vicinity of an artillery mission when it was delivered.

The T&EO section of the feedback package provides an analysis of exercise events based on the T&EO tasks/subtasks with reference to performance on the appropriate standards and relevant diagnostics. Addressing every task/subtask, the C/E staff determines whether or not the unit met the standard. If it did, yet did not perform all the diagnostics, you may want to indicate which diagnostic(s) was not done. If the standard was met and all diagnostics were performed, nothing more needs to be said. It is important, however, to praise the unit for a job well done, or exceptional performance in some particular area. If the standard was not met, try to determine why and report that in this section. Did the unit fail to perform a diagnostic which might lead to its not reaching the standard? Did it do, or not do, something not listed in the diagnostics which may help to explain its performance? Did it perform well, but for some "chance" occurrence was not able to meet the standard? After the exercise is reconstructed and with the evaluation data forms as references, (note the similarity between T&EO items and items on the data forms) it is usually relatively easy to fill out the T&EO to indicate the unit's strengths and weaknesses. It is merely a matter of working your way through the T&EO and attempting to explain the unit's performance in light of the tasks/subtasks, standards, and diagnostics. This process, the explanation of the unit's performance, is extremely important, one of the most critical aspects of the evaluation process. It is from this analysis that most of the training diagnostic information comes.

When both the exercise narrative and the T&EO related feedback are completed, the OPFOR C/E, Sr. C/E, and alternate C/E get together and compare their products. If any discrepancies are apparent they should be resolved by referring to the NCS, FDC, commo, or data records, or the appropriate C/E. Both sets of feedback should point out the same strengths and weaknesses for the unit.

The final step in the feedback process is for the senior C/E and the company commander/training manager to get together and go over the feedback package in detail. They replay the exercises pointing out strengths and weaknesses. Training diagnostic information is given to the company commander/training manager both orally and in the written feedback package. At the company commander/training manager's request, the senior C/E helps to design a training program based on feedback from the field exercise.

APPENDIX A

EXAMPLE MILES TRAINING AND EVALUATION OUTLINE

TASK/SUBTASK

2.2 PLAN FIRE SUPPORT

CONDITION

DIAGNOSTICS

STANDARDS

- 2.2.1 TM CO coordinates with the FIRST team.
- 2.2.2 TM CO plans to use indirect fire to cover elements crossing areas which afford poor cover/concealment.
- 2.2.3 TM CO includes suspected enemy locations and objectives among locations for indirect fire missions.
- 2.2.4 TM CO plans to use indirect fire to cover the movement of unit.
- 2.2.5 TM CO establishes priority of fire.

2.2 FIRE PLAN SUPPORTS THE SCHEME OF MANEUVER.

3. TM CO ISSUED OPORD

3. OPORD IS COMPLETE AND UNDERSTOOD.

- 3.1 TM CO issues his order from a vantage point where the persons receiving the order can view the terrain.
- 3.2 All key subordinates are present when the order is issued.
- 3.3 OPORD contains all of the following:
- a. Friendly and enemy situations.
 - b. Mission (including LD time and objective).
 - c. Execution (including the following):
 - (1) Role of each key element.
 - (2) Scheme of maneuver and fire support.
 - (3) Resupply procedures and service support.
 - d. Key radio frequencies and call signs plus adequate control measures PL/CP's.
 - e. Chain of command.

<u>TASK/SUBTASK</u>	<u>CONDITION</u>	<u>DIAGNOSTICS</u>	<u>STANDARDS</u>
3. TM CO ISSUES OPORD (continued)		3.4 TM CO questions leaders to insure that they understand the order.	
4. UNIT PREPARES FOR ATTACK			
4.1 UNIT SECURES ASSEMBLY AREA		4.1.1 360° security is established; outposts established.	4.1 ASSEMBLY AREA IS SECURE.
4.2 ORDERS ARE DISSEMINATED		4.2.1 Key leaders, crews, and squad members are aware of the following: a. Friendly and enemy situations. b. Mission (including LD time and objective). c. Execution (including the following): (1) Role of each key element. (2) Scheme of maneuver and fire support. (3) Resupply procedures and service support. d. Key radio frequencies and call signs plus adequate control measures PL/CP's. e. Chain of command. 4.2.2 Leaders at all levels provide time for subordinates to brief all personnel.	4.2 SUB-UNIT ORDERS ARE COMPLETE AND UNDERSTOOD.
4.3 UNIT COMPLETES LOGISTICAL PREPARATIONS		4.3.1 Chain of command supervises all of the preparations. 4.3.2 Ammunition is distributed. 4.3.3 All vehicles are topped-off.	4.3 UNIT IS LOGISTICALLY PREPARED TO CARRY OUT MISSION.

<u>TASK/SUBTASK</u>	<u>CONDITION</u>	<u>DIAGNOSTICS</u>	<u>STANDARDS</u>
4.3 UNIT COMPLETES LOGISTICAL PREPARATIONS (continued)		4.3.4 Weapons are checked for functioning. 4.3.5 Radio checks are performed. 4.3.6 All vehicle commanders have maps. 4.3.7 All drivers perform pre-ops maintenance.	
4.4 UNIT CROSSES THE LD			4.4 UNIT CROSSES THE LD AT THE RIGHT TIME, IN SPECIFIED FORMATION. ORDER OF MOVEMENT AND LOCATION.
4.5 UNIT REPORTS CROSSING THE LD		4.5.1 Sub-units correctly report crossing LD.	4.5 TM CO CORRECTLY REPORTS CROSSING LD.
5. UNIT CONDUCTS MOVEMENT	OPFOR is not within effective range.		
5.1 UNIT USES PROPER MOVEMENT TECHNIQUE		5.1.1 Unit takes advantage of natural terrain features to provide cover and concealment during movement and when occupying overwatch positions. 5.1.2 Entire element moves rapidly when forced to cross areas offering poor cover/concealment. 5.1.3 Unit employs smoke when forced to cross areas affording poor cover/concealment. 5.1.4 Column led by point element to minimize exposure of main body. 5.1.5 All movement supported by overwatching element.	5.1 UNIT MINIMIZES EXPOSURE WHILE MOVING AND MAINTAINS MOMENTUM TOWARD OBJECTIVE.

<u>TASK/SUBTASK</u>	<u>CONDITION</u>	<u>DIAGNOSTICS</u>	<u>STANDARDS</u>
5.2 UNIT REPORTS CROSSING PHASE LINES AND CHECKPOINTS		5.2.1 All sub-units report accurate locations and status when crossing phase lines or checkpoints.	5.2 TM CO CORRECTLY REPORTS LOCATION AND STATUS.
5.3 UNIT REACTS TO ENEMY CONTACT	OPFOR OP is within engagement range and is small enough to be reduced.	5.3.1 Contact is made with the smallest possible attacking element. 5.3.2 Elements return fire and take cover. 5.3.3 Unit accurately reports to leader friendly and enemy status, size, location, and disposition. 5.3.4 Lead element attempts to fight through. 5.3.5 Artillery is used on enemy position. 5.3.6 Leader functions are maintained.	5.3 ENEMY OUTPOSTS ARE NEUTRALIZED, BYPASSED, OR FORCED TO WITHDRAW, WITHOUT MAIN BODY BEING DECISIVELY ENGAGED OR SUFFERING HEAVY CASUALTIES. MOMENTUM IS MAINTAINED.
5.4 UNIT REPORTS CONTACT			5.4 TM CO ACCURATELY REPORTS FRIENDLY/ ENEMY CASUALTIES AND STATUS.
6. UNIT CONDUCTS HASTY ATTACK			
6.1 UNIT REACTS TO ENEMY CONTACT	Element is too large for lead element to reduce (reinforced squad).	6.1.1 Contact is made with the smallest possible attacking element. 6.1.2 Elements return fire and take cover. 6.1.3 Unit accurately reports to leader friendly and enemy status, size, location, and disposition. 6.1.4 Lead element attempts to fight through.	6.1 MAIN BODY REMAINS UNENGAGED WHILE COMMANDER DEVELOPS THE SITUATION.

<u>TASK/SUBTASK</u>	<u>CONDITION</u>	<u>DIAGNOSTICS</u>	<u>STANDARDS</u>
6.1 UNIT REACTS TO ENEMY CONTACT (continued)		6.1.5 Artillery is used on enemy position. 6.1.6 Lender functions are maintained.	
6.2 UNIT REPORTS			6.2 TM CO ACCURATELY REPORTS FRIENDLY/ENEMY CASUALTIES AND STATUS.
6.3 TM CO ISSUES FRAGO		6.3.1 TM CO verifies information. 6.3.2 FRAGO contains orders to all sub-units including fire support plan and priority of fire. 6.3.3 FRAGO scheme of maneuver concentrates combat power and makes maximum use of available direct and indirect fire. 6.3.4 FRAGO is disseminated to all sub-units.	6.3 FRAGO IS UNDERSTOOD AND COMPLETE.
6.4 UNIT ASSAULTS		6.4.1 Suppressive direct and indirect fire placed on objective prior to movement. 6.4.2 While assaulting, suppressive fire is accurate and continuous. 6.4.3 Suppressive fire is shifted prior to final assault. 6.4.4 Unit maintains momentum until objective is secured.	6.4 THE OBJECTIVE IS SEIZED WITHOUT EXCESSIVE CASUALTIES.

<u>TASK/SUBTASK</u>	<u>CONDITION</u>	<u>DIAGNOSTICS</u>	<u>STANDARDS</u>
7. TM CONSOLIDATES ON THE OBJECTIVE			
7.1 UNIT ESTABLISHES SECURITY		7.1.1 Immediate security is established all around. 7.1.2 Outposts are established. 7.1.3 AT weapons are emplaced along armor A/A.	7.1 MOST LIKELY AVENUES OF APPROACH ARE COVERED FROM BEST DEFENSIVE TERRAIN.
7.2 UNIT REORGANIZES		7.2.1 Supplies, ammunition, and personnel are cross leveled to compensate for casualties and expenditure.	7.2 UNIT IS LOGISTICALLY AND ADMINISTRATIVELY PREPARED TO CONTINUE THE MISSION.
7.3 UNIT REPORTS			7.3 TM CO ACCURATELY REPORTS LOSSES IN PERSONNEL, VEHICLES, AND EQUIPMENT AND ENEMY SITUATION.

APPENDIX B

EXAMPLE FEEDBACK PACKAGE

General Conditions of Exercise

Situation:

OPFOR- An OP was manned on Hill 452 which was selected as Objective White by the Team Commander. The OP had a Dragon and an APC for withdrawal after contact. The Main Defense position was on Hill 487 which was also Objective Blue 1. In this position the Tank was located as well as three infantrymen with two Vipers.

UNIT- Team A attacks to seize Objective Blue 1 (LA962456) at H-hour

Force Mix:

	<u>TEAM</u>	<u>OPFOR</u>
Tank	5	1
TOW	2	-
APC	4	1
Infantry	30	5
Dragon	3	1
Viper	6	2
FIST	1	1
HQ	1	-
Artillery		
HE Rds	100	100
Smoke Rds	30	0

Summary of OPORD: (See Annex A-OVERLAY)

The lane is bounded roughly by major roads approximately 1500 meters apart. The lane is approximately 5000 meters long with an LD and two phase lines. The final objective is on a hill. Woods dominate the left (West) side of the lane to phase line White. The remainder of the lane is fairly open. Towns and villages are off limits.

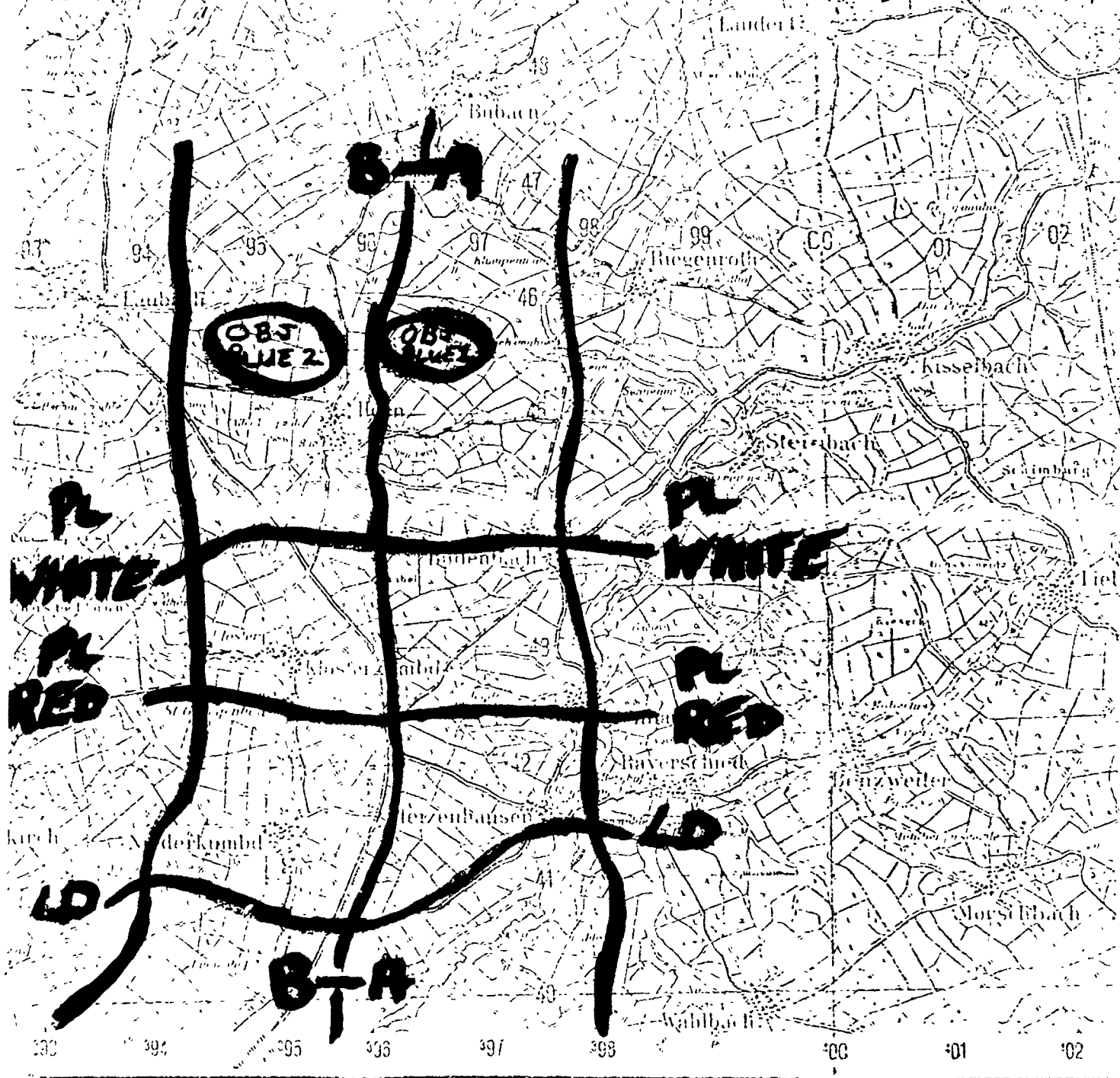
Weather:

Temperature: 65°. Fog and haze were present until 1030. Cloudy with slight rain and drizzle until 1145.

Extenuating circumstances:

None.

ANNEX A-OVERLAY TO OPERD



LA MA

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Summary of Exercise Outcomes

Mission Accomplished: Yes No Inconclusive

Discussion: The unit secured the objective but suffered over 30% losses of infantry and most leaders.

Casualties:

	<u>Sustained</u>		<u>Inflicted</u>	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
Tank	2	40	1	100
TOW	1	50	-	-
APC	1	25	0	0
Infantry	15	50	3	60
Dragon	1	33	0	0
Viper	3	50	2	100
FIST	1	100	0	0
HQ	1	100	-	-

Indirect Fire Missions:

	<u>No.</u>	<u>%</u>	<u>Effects</u>	
Number Called	2	--	TK	0
HE Rds used	12	12	TOW	0
SMOKE Rds used	7	23	APC	0
			Infantry	15

Strengths and Weaknesses: The unit moved well and communicated better than most at this stage of training. The TOWs were not employed in overwatch, but moved behind the infantry platoon. The infantry platoon leader remained mounted when crossing the open area and was hit by a Dragon. The infantry platoon sergeant dismounted the platoon in an area directly behind the hit APC and was hit by indirect fire. The initial smoke was well employed, but the movement did not follow quickly enough. Indirect fire was well employed, but much more smoke and HE should have been used. The final assault was inadequately supported by indirect fire.

Narrative

Planning: The Team Commander planned to move on the West side of his sector through wooded concealment on Axis Red with the Mechanized Infantry Platoon in the lead followed by the TOWs and the Tank Platoon. At phase line White he planned to bring the Tank Platoon up to the woodline for overwatch of the Mechanized Infantry Platoon's move by Axis White to Objective White. He then intended the Infantry and TOWs to overwatch the Tank Platoon advance on Axis Blue to Objective Blue 1.

He preplanned fires on Objectives White and Blue 1.

OPFOR. The OPFOR had placed an OP with DRAGON on Objective White with plans to delay the enemy advance and move to a final position on Objective Blue 1. The remainder of the defense, to include the tank, were on Objective Blue 1.

Execution. The move to phase line Red was well executed, but somewhat slow. At phase line White the Mechanized Infantry Platoon Leader continued to move his vehicle and was hit by an OPFOR Dragon. The Mechanized Infantry Platoon Sergeant tried to correct the vulnerability to AT fire by dismounting, but the platoon was hit by indirect fire and 7 men were hit including the Platoon Sergeant.

The Team Commander observed the indirect fire rounds hit and tried too long to raise the Platoon Sergeant by radio. The commander then directed his Tank Platoon Leader forward to check out the situation. A surviving rifle squad leader finally informed the commander of the losses by indirect fire and the Tank Platoon moved to Objective White by the Team Commander's order. The light section advanced with the heavy section providing overwatch. One of the light section tanks was hit. The Tank Platoon Leader reported his loss and the Team Commander called for fires on Objective Blue 1. Although only one mission, these rounds hit three dismounted OPFOR personnel.

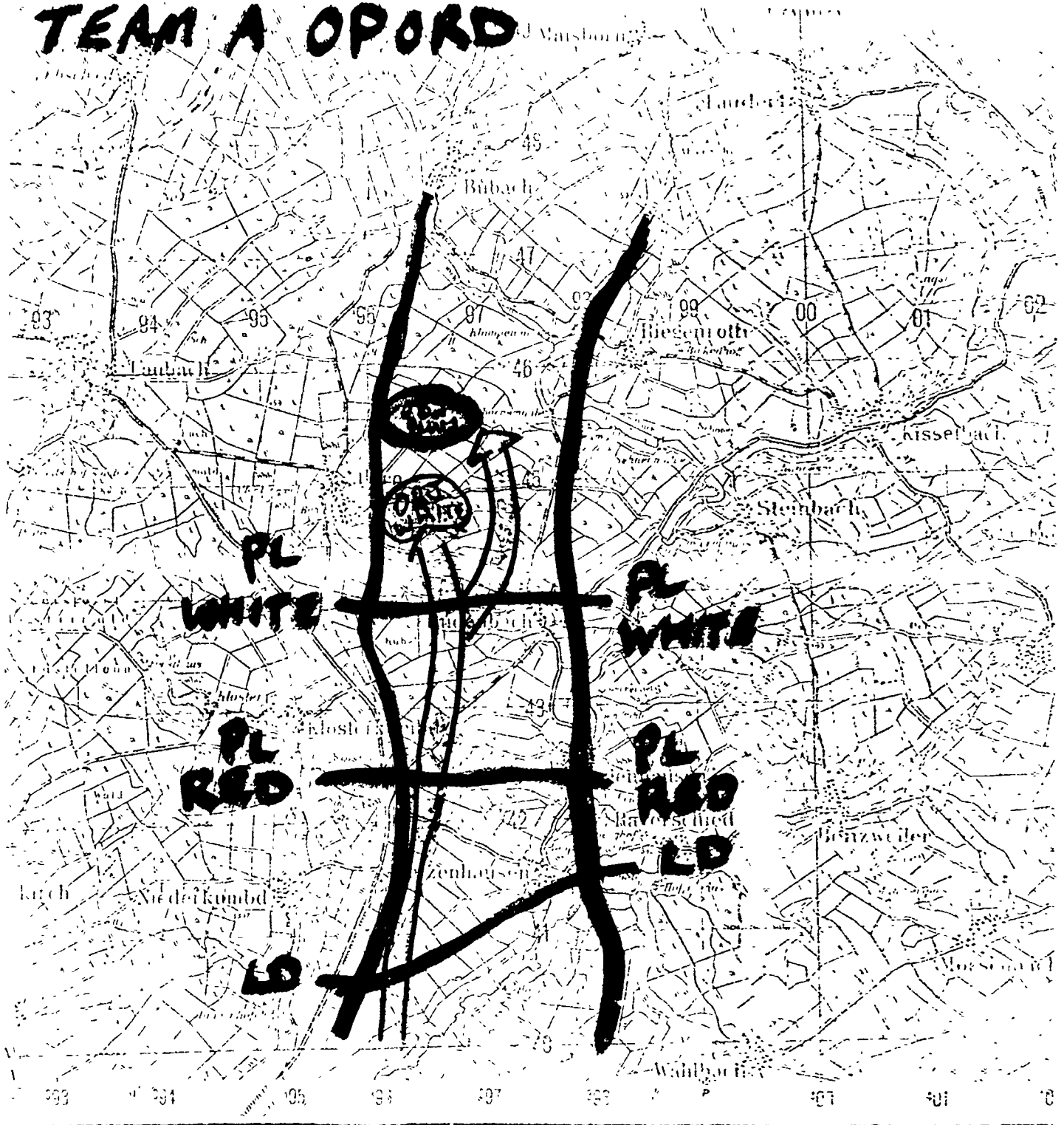
The Tank Platoon attempted to continue the attack on Axis Blue as planned and the Tank Platoon Leader was hit. The Tank Platoon Sergeant reported the loss, and as an afterthought the TOW section leader reported the loss of the other TOW which had occurred earlier.

The Team Commander gave the order to the Infantry Platoon to move and was hit by a Dragon. The dismounted Infantry were then hit by Indirect Fire.

The problem was terminated due to 30% casualties in the infantry platoon and excessive leader casualties.

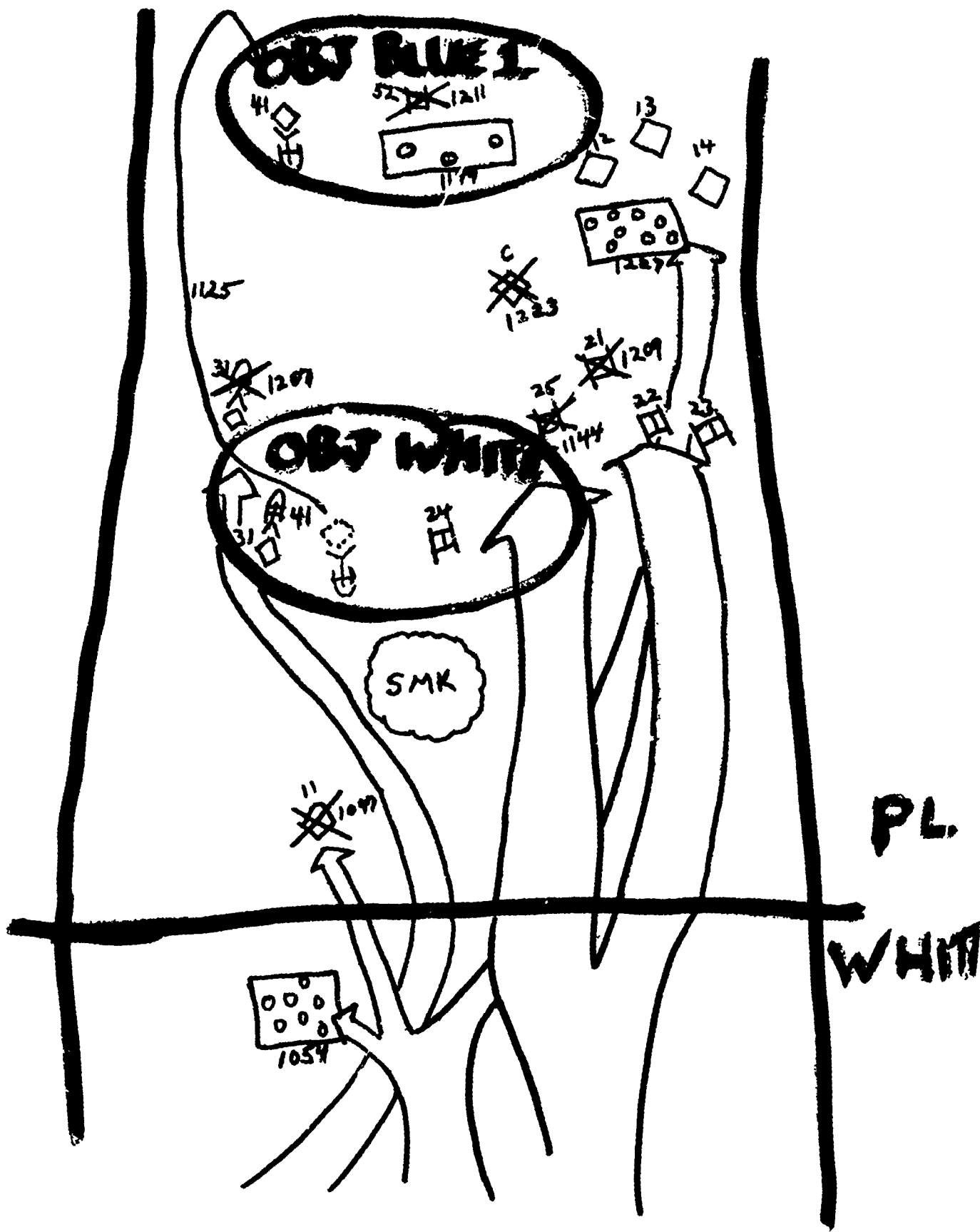
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TEAM A OPOKD



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Training and Evaluation Outline Feedback

1. The team commander issued a complete, prompt warning order and all personnel and equipment arrived in assembly area on time.
 - 2.1. The team commander planned for a good scheme of maneuver.
 - 2.2. The team commander and FIST chief coordinated on the fire support plan.
3. The team commander gave an excellent OPORD with a good plan of attack and back-briefed all leaders.
 - 4.1. 360° security was not established in the assembly area.
 - 4.2. Key leaders did not disseminate orders to crews and squads. Although it did not occur as a problem in this exercise, if the platoon and section leaders had been early casualties, the surviving elements would not know their objective, mission, FDC call sign, etc.
 - 4.3. Some vehicles did not have maps and some elements did not perform distant radio checks.
 - 4.4. The unit moved out of the assembly area extremely well.
 - 4.5. All sub-units correctly reported crossing the LD but the Team Commander did not report to the Battalion.
- 5.1. Movement generally used covered and concealed routes. A loaded APC moved into the open and was hit by direct fire. The infantry platoon then dismounted and moved into the wooded area directly behind the hit APC. The dismounted infantry were then hit by artillery. Smoke was not used effectively to cover the tank platoon's movement onto objective White. Overwatch was poorly employed.
 - 5.2. Sub-units reported crossing phase lines.
 - 5.3. The unit reacted very poorly to enemy contact:
 - elements did not return fire and take cover,
 - unit did not report enemy status,
 - lead element did not attempt to fight through,
 - artillery was not requested, and no one was providing overwatch for the maneuvering units.
 - 5.4. The Team Commander did not report contact to the Battalion.

- 6.1. Unit reacted poorly to enemy contact. (See 5.3. above)
- 6 2. The Team Commander did not report to Battalion.
- 6.3. The Team Commander issued a FRAGO without orders to all units and without verifying all information.
- 6.4. During the unit's assault, no indirect fire was requested on the enemy positions, but direct overwatch was provided. Movement during the assault was not coordinated.
7. The exercise ended before the unit reached the objective.

APPENDIX C

EXAMPLE DATA FORMS

CASUALTY RECORD SHEET

**A
Company Team**

OPFOR TEAM

2

[illegible]

Tank (Plt. Ldr.)	21	HIT	1209	Tank	52	HIT	1211
------------------	----	-----	------	------	----	-----	------

Tank	<u>22</u>	—	—	APC	<u>41</u>	—
------	-----------	---	---	-----	-----------	---

Tank	<u>23</u>	_____	_____	_____
Dragon	<u>41</u>	_____	_____	_____

Tank	<u>24</u>	_____	_____	<u>83</u>	<u>HIT</u>	<u>1144</u>
Viper	_____	_____	_____	_____	_____	_____

Tank	<u>23</u>	<u>117</u>	<u>1174</u>	Viper	<u>87</u>	<u>111</u>	<u>1199</u>
------	-----------	------------	-------------	-------	-----------	------------	-------------

Infantry Plat.

APC (Plt. Ldr.) 11 HIT 1047

APC (Plt. Sgt.) 14 _____

APC
12
—
—

APC
73
—

TOW Section

TOW (Sec. Ldr.) 31

TOW 32 HIT 1207

FIST
66

CO 6 HIF 1223

NCS

CASUALTY RECORD SHEET

SECTION II

Instructions for Use:

Column (1) Enter time to nearest minute (24 hour clock).

Column (2) Enter unit/vehicle identifier.

Column (3) Check if Direct Fire event.

Column (4) Check if Casualty event.

Column (5) Check if Indirect Fire event.

Column (6) Enter Comments.

(1) Time	(2) Identifier	(3) Direct Fire (✓)	(4) Casualty (✓)	(5) Indirect Fire (✓)	(6) Remarks
1047	DRAGON 1	✓			
1047	APC 11		✓		
1054	Inf Par		✓	✓	7 MEN HIT
1144	TANK 52	✓			
1144	DRAGON 41	✓			
1144	TANK 25		✓		
1149	Inf Pers		✓	✓	3 Inf Pers
1206	TOW 32	✓			
1207	TANK 52	✓			
1207	TOW 32		✓		
1208	TANK 52	✓			

NCS

CASUALTY RECORD SHEET

SECTION II

Instructions for use:

- Column (1) Enter time to nearest minute (24 hour clock).
Column (2) Enter unit/vehicle identifier.
Column (3) Check if Direct Fire event.
Column (4) Check if Casualty event.
Column (5) Check if Indirect Fire event.
Column (6) Enter Comments.

(1) Time	(2) Identifier	(3) Direct Fire (✓)	(4) Casualty (✓)	(5) Indirect Fire (✓)	(6) Remarks
-------------	-------------------	---------------------------	------------------------	-----------------------------	----------------

1209	TANK 21		✓		
1210	TANK 22	✓			
1211	TOW 31	✓			
1211	TANK 24	✓			
1211	TANK 52		✓		
1215	TANK 24	✓			
1215	TANK 22	✓			
1215	TANK 23	✓			
1216	TANK 24	✓			
1217	TANK 24	✓			
1218	TANK 23	✓			

CASUALTY RECORD SHEET

Instructions for use:

Column (2) Enter unit/vehicle identifier.

Column (4)	Check if Casualty event.
Column (5)	Check if Indirect Fire event.
Column (6)	Enter Comments.

[illegible]

MISSION SHEET

Call Sign: Red Legs Frequency: Control 38.45 Date: 26 SEP 79

Call Sign: Red Legs

Frequency: Control 38.45

Date: 26 SEP 79

85

CTC

CTC CONTROLLER DATA FORM

WARNING ORDER

1. Time Battalion warning order issued: 0710
2. Time CTC issues warning order: 0730
3. CTC issues warning order to: XO

*XO ordered to deliver it to
platoon & set lines*

4. Warning order includes:

Specify

- | | | |
|---------------------------|---------|--------|
| (a) AA arrival time? | Yes (✓) | No () |
| (b) AA location? | Yes (✓) | No () |
| (c) OPOD issue time? | Yes (✓) | No () |
| (d) OPOD issue location? | Yes (✓) | No () |
| (e) Mission? | Yes (✓) | No () |
| (f) Special preparations? | Yes () | No (✓) |
- List:

0730
Warning issued at 070406
0900
same as (b)

(g) Remarks:

5. Time CTC arrives in AA: 0800

6. Are there any missing personnel or pieces of equipment?

Yes () No (✓)

List:

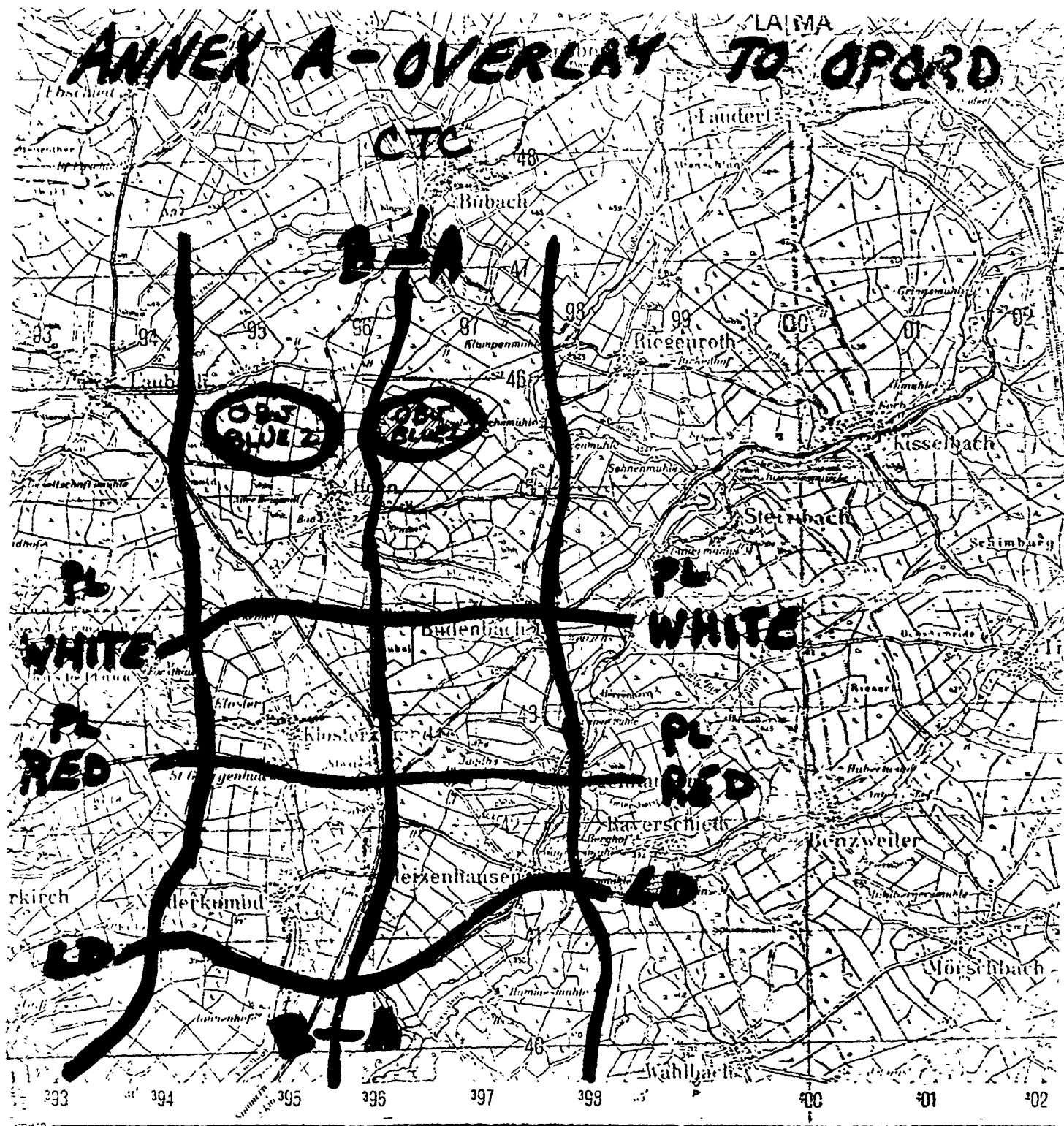
PLANNING

1. Does CTC do a map reconnaissance? Yes (✓) No ()
2. Is FIST present for map reconnaissance? Yes (✓) No (✓)
3. Does CTC do a terrain reconnaissance? Yes (✓) No ()
4. Is FIST present for terrain reconnaissance? Yes (✓) No ()
5. Does CTC coordinate with FIST when planning his fire support? Yes (✓) No ()
6. Does CTC coordinate with platoon/section leaders during planning? Yes (✓) No ()
7. Remarks: _____

*CTC did map recon in LT on way to AA. He &
leaders did terrain recon together at AA*

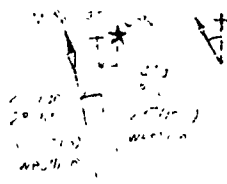
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ANNEX A-OVERLAY TO OPORD



LAMA

2 3 Miles
 2000 4000 Meter
 4000 Yards
 yekhon



North arrow	Grid	Grid	Grid
North arrow	Grid	Grid	Grid
Grid	Grid	Grid	Grid
Grid	Grid	Grid	Grid

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CTC

OPORD Data
Form 1

1. Time OPORD issued: 0915
2. OPORD issued from location which permits terrain observation? Yes (✓) No ()
3. Copy map of maneuver routes, fire support plan, and control measures. *See next map*
4. Does OPORD include:

IDF on obj white + Blue 1

ENEMY SITUATION

Specify:

How Many: Yes (✓) No ()
Where: Yes (✓) No ()
Anticipated Action: Yes (✓) No ()
Recent Activity: Yes (✓) No ()
Equipment/Weapons: Yes (✓) No ()

↑
isolated Br
order

FRIENDLY SITUATION

Disposition: Yes (✓) No ()
Support: Yes (✓) No ()

↓

MISSION

LD Time: Yes (✓) No ()
Objective: Yes (✓) No ()
On-Order Missions: Yes () No (✓)

1000
Blue 1

EXECUTION

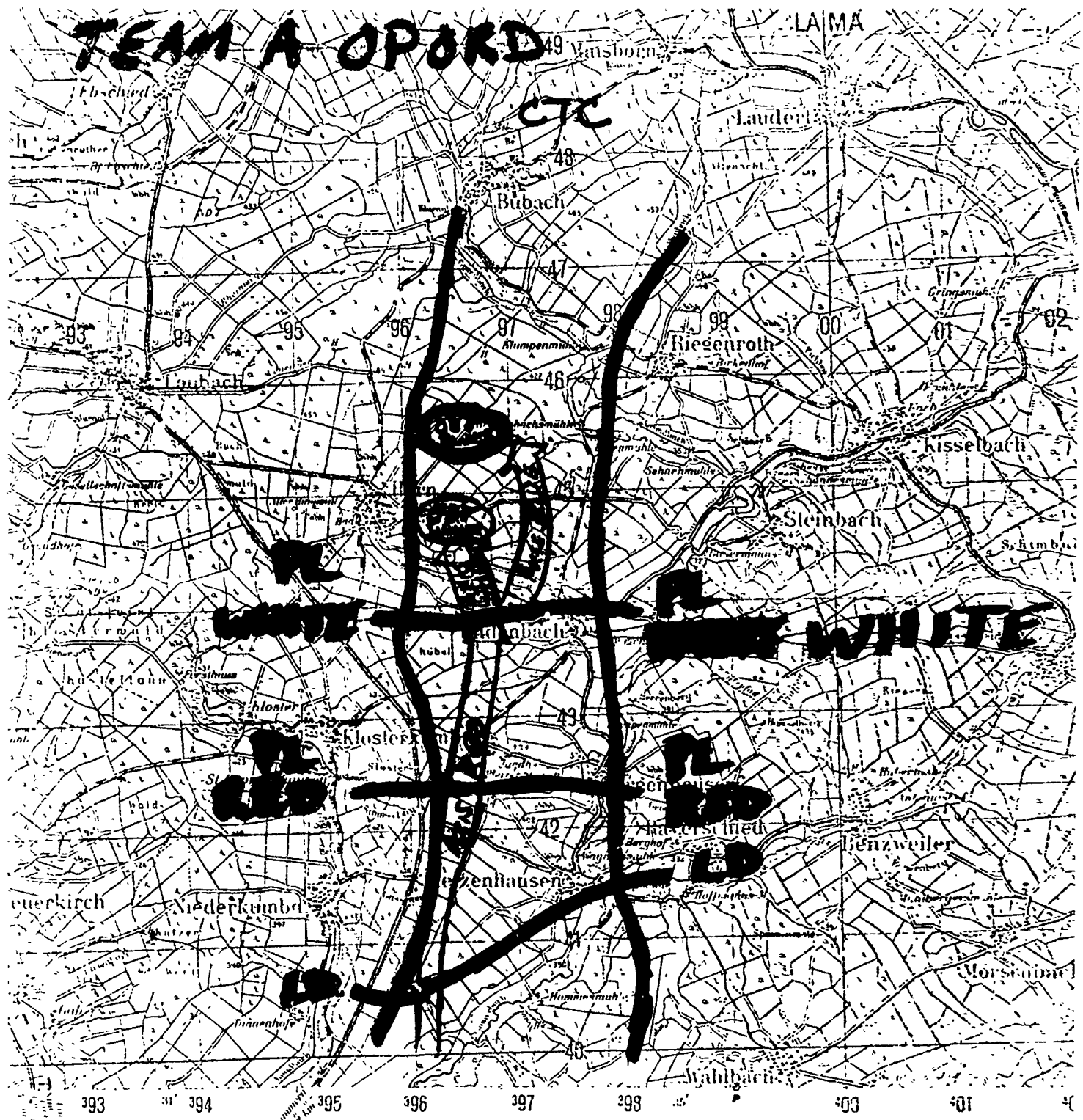
LD Location: Yes (✓) No ()
LD Formation: Yes (✓) No ()
Scheme of Maneuver: Yes (✓) No ()
Tank Plt: Yes (✓) No ()
TOW Section: Yes (✓) No ()
Infantry Plt: Yes (✓) No ()
FIST Team: Yes () No (✓)
Order of March: Yes (✓) No ()
Observation: Yes (✓) No ()

see map
Inf - Tank - TOWS
W/blank to White
over →
TOWS not planned well

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TEAM A OPORD

CTC



393 394 395 396 397 398 399 400 401

LA MA

2 3 Miles

3500 4000 Meter

3000 4000 Yards

Projection

LA MA

Grid System

Grid System

Grid System

Grid System

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CTC

963448
963456

OPORD Data
Form 2

FIRE SUPPORT

Preplots: List

Yes (✓) No ()

Specify

COORDINATING INSTRUCTIONS

Phase Lines

Yes (✓) No ()

See map

Checkpoints

Yes () No (✓)

Attack Positions

Yes (✓) No ()

see OPORD

Action on Enemy Contact

Yes () No (✓)

Adjustments for
Heavy Casualties

Yes () No (✓)

Security

Yes () No (✓)

Consolidation

Yes () No (✓)

Reorganization

Yes () No (✓)

COMMAND AND SIGNAL

Chain of Command

Yes (✓) No ()

SOP

Command Freq

Yes (✓) No ()

FDC Freq

Yes (✓) No ()

Call Signs

Yes (✓) No ()

Alternative Commo

Yes () No (✓)

CTC Locations

Yes () No (✓)

Visual Signals

Yes (✓) No ()

SOP

CTC

PREPARATION FOR ATTACK

1. Does the CTC supervise logistical preparations? Yes (✓) No ()
2. Time CTC crosses LD: 1012
3. Do leaders report crossing LD?
 - (a) Tank platoon Yes (✓) No ()
 - (b) Mech platoon Yes (✓) No ()
 - (c) TOW section Yes (✓) No ()
 - (d) CTC (to Battalion) Yes (✓) No ()

CTC

Controller
Data Form

If you are able to make these observations:

MOVEMENT

1. Overall

(a) Movement took advantage of terrain to provide cover and concealment? Yes (☒) No ()

(b) Overwatch/firing position took advantage of terrain to provide cover and concealment? Yes (☒) No ()

2. Unit tended to move quickly when forced to cross open area? Yes () No (☒)

3. Smoke was used effectively to cover movement across open areas? Yes (☒) No ()

Smoke was called in but guys moved too slow.

REACTION TO INITIAL CONTACT

Inf Plt

1. What element(s) made initial contact? _____ (Plt/Sec/OPFOR)

2. Elements return fire and take cover? Yes () No (☒)

3. Lead element attempts to fight through? Yes () No (☒)

4. Artillery is called on OPFOR positions? Yes () No (☒)

5. Artillery causes OPFOR to be suppressed or inflicts casualties? Yes () No (☒)

HASTY ATTACK

lt sec

1. What element(s) made initial contact? _____ (Plt/Sec/OPFOR)

2. Elements return fire and take cover? Yes () No (☒)

3. Lead element attempts to fight through? Yes () No (☒)

4. Artillery is called on OPFOR positions? Yes (☒) No ()

5. Artillery causes OPFOR to be suppressed or inflicts casualties? Yes (☒) No ()

6. Direct fire weapons suppress OPFOR? Yes () No (☒)

CTC

CTC Controller
Data Form

see map

1. MAP CTC movement noting times when terrain features, phase lines, or checkpoints are crossed and when major events including casualties, taking/leaving overwatch or firing positions, or dismounting occur.
2. Acting as Bn CO, over the command net, REQUEST SIT REP from CTC twice during movement, upon initial contact at OP, and as the unit prepares to assault the objective. NOTIFY CONTROLLERS TO RECORD LOCATION AND STATUS.

FRAG ORDER

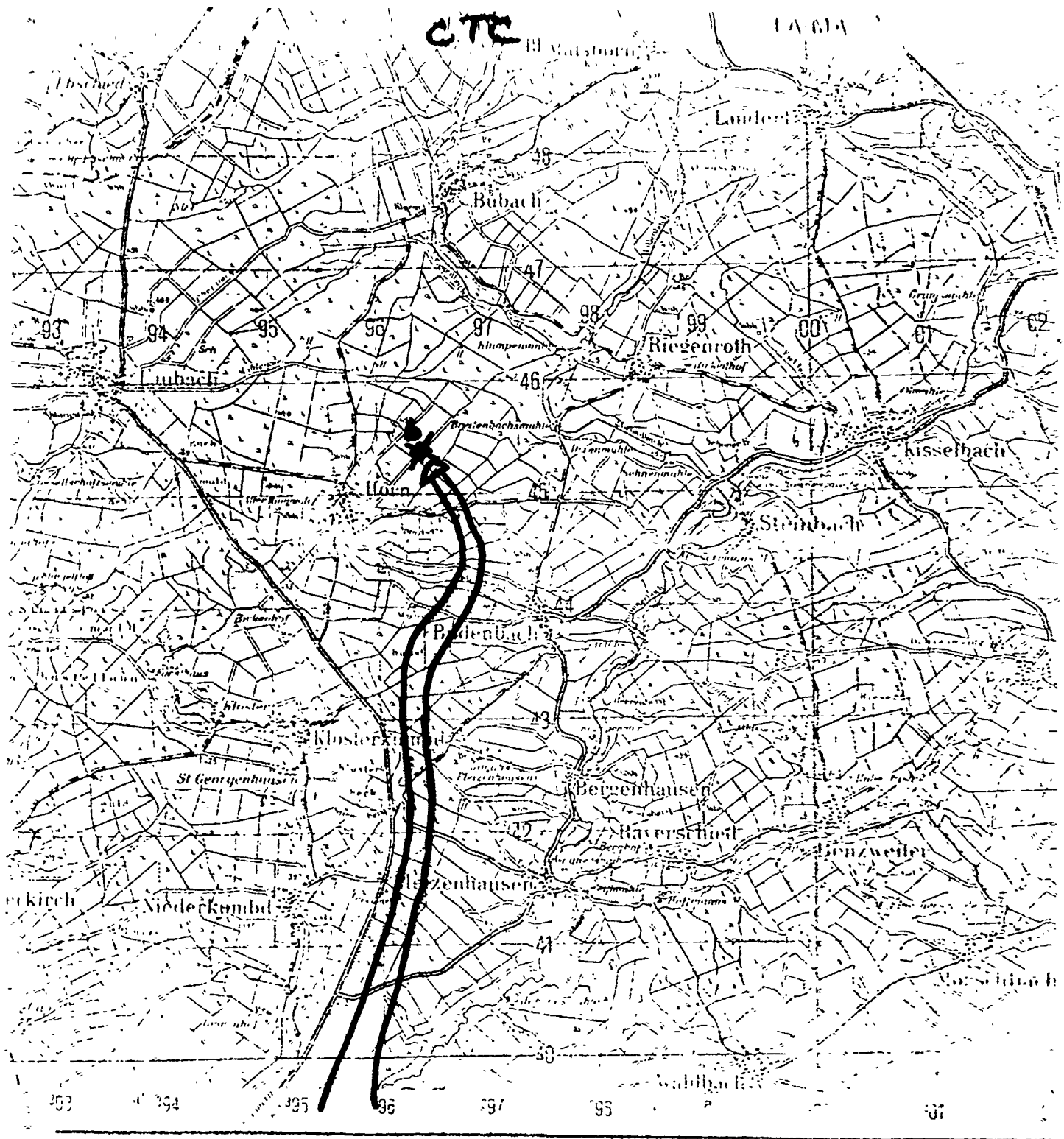
CTC did not issue Frago as such.

Comment

1. CTC solicits information from plt. ldrs.? Yes () No (☒)
2. CTC verifies information? Yes () No (☒)
3. FRAGO contains order to
 - (a) Tank platoon? Yes (☒) No ()
 - (b) Mech platoon? Yes (☒) No ()
 - (c) TOW section? Yes (☒) No ()
4. FRAGO includes
 - (a) Fire support plan? Yes () No (☒)
 - (b) Priority of fires? Yes () No (☒)
5. FRAGO scheme of maneuver
 - (a) concentrates combat power? Yes (☒) No ()
 - (b) makes maximum use of available firepower? Yes () No (☒)

CTC reports to battalion

- a. Crossing checkpoints and phase lines? Yes () No (☒)
- b. On initial contact? Yes () No (☒)
- c. Prior to assault on objective? Yes () No (☒)
- d. After seizing objective? Yes () No ()



SENIOR
CONTROLLER

OIC

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TK

Tank/Inf/TOW
Platoon/Section
Controller Data Form

WARNING ORDER

1. Does leader receive warning order? Yes ☒ No ()
2. Time leader receives warning order: 740
3. Warning order includes: Specify
- | | | | |
|---------------------------|---|--|---------------|
| (a) AA arrival time? | Yes <input checked="" type="checkbox"/> | No () | <u>0830</u> |
| (b) AA location? | Yes <input checked="" type="checkbox"/> | No () | <u>960406</u> |
| (c) OPORD issue time? | Yes <input checked="" type="checkbox"/> | No () | <u>0900</u> |
| (d) OPORD issue location? | Yes <input checked="" type="checkbox"/> | No () | <u>960406</u> |
| (e) Mission? | Yes <input checked="" type="checkbox"/> | No () | |
| (f) Special preparation? | Yes () | No <input checked="" type="checkbox"/> | |
- List:
- (g) Remarks:
4. Time last element of platoon/section arrives in AA: 0815
5. Are there any missing personnel or pieces of equipment? Yes () No ☒
(List missing personnel/equipment)

PLANNING

1. Is leader present for CTC map recon? Yes () No ☒
2. Is leader present for CTC terrain recon? Yes ☒ No ()
3. Does CTC coordinate with leader during planning? Yes ☒ No ()

OPORD

1. Is leader present for OPORD? Yes ☒ No ()
2. Is leader backbriefed by CTC? Yes ☒ No ()

PLATOON/SECTION OPORD

1. Fill out OPORD Data Form.
2. Copy leader's map. NONE used
3. Does leader backbrief his people? Yes ☒ No ()
4. In your opinion, does the leader understand his mission? Yes ☒ No ()
5. Remarks:

TK

OPORD Data
Form 1

1. Time OPORD issued: 915
2. OPORD issued from location which permits terrain observation? Yes () No (☒)
3. Copy map of maneuver routes, fire support plan, and control measures. NONE
4. Does OPORD include:

ENEMY SITUATIONSpecify:How Many: Yes (☒) No ()Where: Yes (☒) No ()Anticipated Action: Yes (☒) No ()Recent Activity: Yes (☒) No ()Equipment/Weapons: Yes (☒) No ()Repeat ofCTC OPORDFRIENDLY SITUATIONDisposition: Yes (☒) No ()Support: Yes (☒) No ()

11

MISSIONLD Time: Yes (☒) No ()Objective: Yes (☒) No ()On-Order Missions: Yes () No (☒)1000EXECUTIONLD Location: Yes (☒) No ()LD Formation: Yes (☒) No ()Scheme of Maneuver: Yes (☒) No ()Order of March: Yes (☒) No ()Overwatch: Yes (☒) No ()last in line
W flankworld's map
dy white

TK

FIRE SUPPORT

Preplots: List

Yes () No (✓)

Specify
_____COORDINATING INSTRUCTIONS

Phase Lines

Yes () No (✓)

Checkpoints

Yes () No (x)

Attack Positions

Yes () No (x)

Action on Enemy Contact

Yes () No (x)

Adjustments for
Heavy Casualties

Yes () No (x)

Security

Yes () No (✓)

Consolidation

Yes () No (✓)

Reorganization

Yes () No (x)

COMMAND AND SIGNAL

Chain of Command

Yes (x) No ()

Command Freq

Yes () No (x)

FDC Freq

Yes () No (x)

Call Signs

Yes () No (x)

Alternative Commo

Yes () No (✓)

Leader Location

Yes () No (x)

Visual Signals

Yes (x) No ()

SOP

SOP

TK

PREPARATION FOR ATTACK

1. Does the leader supervise logistical preparations? Yes (✓) No ()
2. LD time: 1005
3. Does the platoon/section cross the LD at the correct location? Yes (✓) No ()
4. Is the platoon/section in the correct formation when it cross the LD? Yes (✓) No ()
5. Remarks:

TK

Plt/Section
Data Collector

PREPARATION

1. Pre-OP maintenance performed? Yes (✓) No ()
2. All vehicles topped off? Yes (✓) No ()
3. Every vehicle has a map? Yes () No (✓)
4. Ammo distributed? Yes (✓) No ()
5. Weapon checks performed? Yes (✓) No ()
6. Local radio checks performed? Yes (✓) No ()
7. Distant radio checks performed? Yes () No (✓)

OPORD

Interview a member from each:

Squad/Crew 1

Squad/Crew 2

Squad/Crew 3

- | | | | |
|-------------------|----------------|----------------|----------------|
| 1. LD time? | Yes (✓) No () | Yes (✓) No (✓) | Yes () No (✓) |
| 2. Objective? | Yes () No (✓) | Yes () No (✓) | Yes () No (✓) |
| 3. Mission? | Yes () No (✓) | Yes () No (✓) | Yes () No (✓) |
| 4. FDC frequency? | Yes () No (✓) | Yes () No (✓) | Yes () No (✓) |
| 5. FDC call sign? | Yes () No (✓) | Yes () No (✓) | Yes () No (✓) |
| 6. CMD frequency? | Yes () No (✓) | Yes () No (✓) | Yes () No (✓) |
| 7. CMD call sign? | Yes () No (✓) | Yes () No (✓) | Yes () No (✓) |

TK

Controller
Data Form

If you are able to make these observations:

MOVEMENT

1. Overall

(a) Movement took advantage of terrain to provide cover and concealment?

Yes (✓) No ()

(b) Overwatch/firing position took advantage of terrain to provide cover and concealment?

Yes (✓) No ()

2. Unit tended to move quickly when forced to cross open area?

sort of fast
Yes () No ()

3. Smoke was used effectively to cover movement across open areas?

Yes (✓) No ()

REACTION TO INITIAL CONTACT

Don't know

1. What element(s) made initial contact? _____ (Plt/Sec/OPFOR)

2. Elements return fire and take cover?

Yes () No ()

3. Lead element attempts to fight through?

Yes () No ()

4. Artillery is called on OPFOR positions?

Yes () No ()

5. Artillery causes OPFOR to be suppressed or inflicts casualties?

Yes () No ()

HASTY ATTACK

Don't know

1. What element(s) made initial contact? _____ (Plt/Sec/OPFOR)

2. Elements return fire and take cover?

Yes () No ()

3. Lead element attempts to fight through?

Yes () No ()

4. Artillery is called on OPFOR positions?

Yes () No ()

5. Artillery causes OPFOR to be suppressed or inflicts casualties?

Yes () No ()

6. Direct fire weapons suppress OPFOR?

Yes () No ()

7. Does leader receive FRAGO?

Yes () No ()

8. FRAGO disseminated?

Yes () No ()

TK

Platoon/Section
Controller Data Form

map

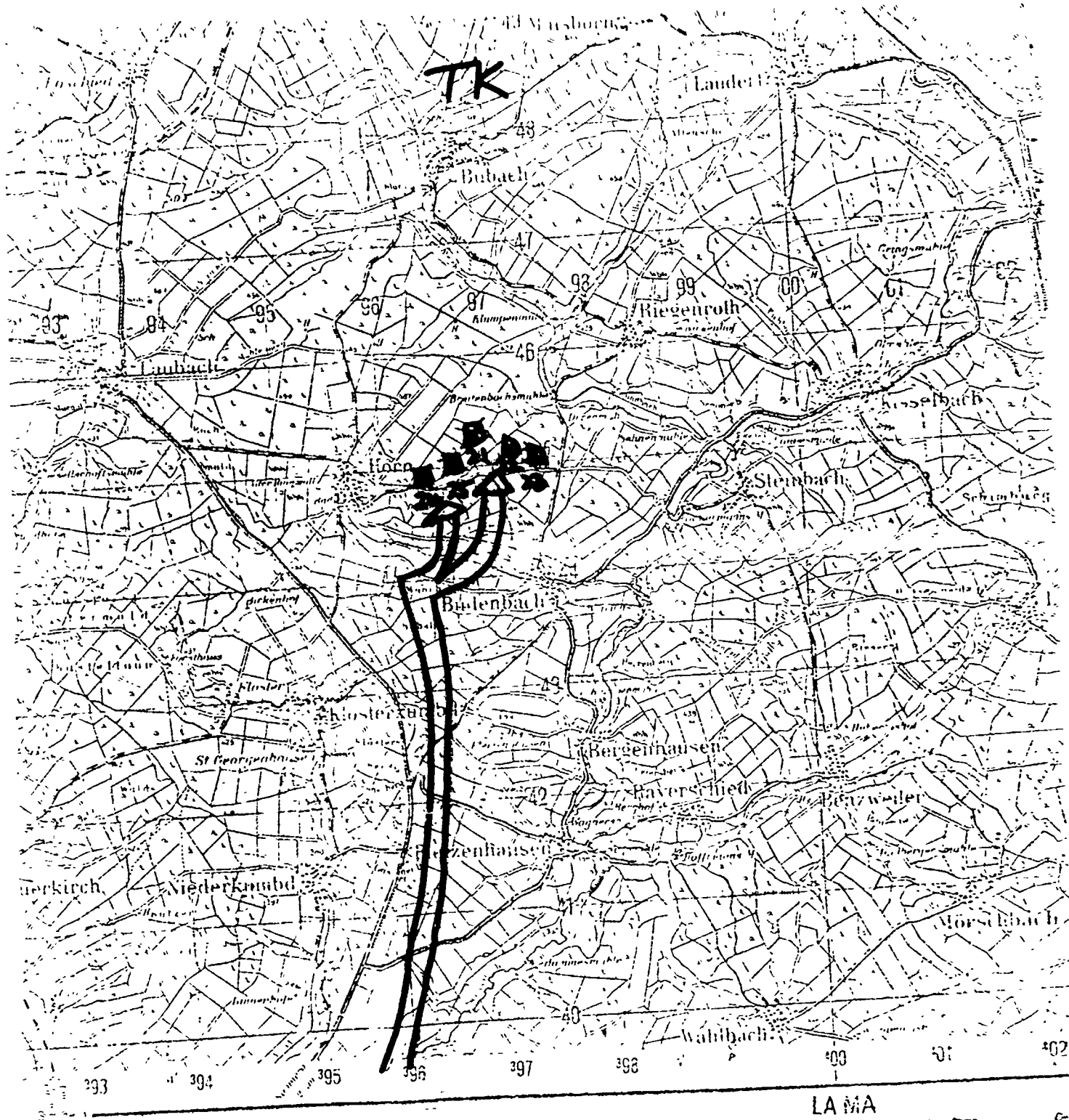
see

1. MAP platoon/section center of mass movement noting times when terrain features, phase lines, or checkpoints are crossed and when major events including casualties, taking/leaving overwatch or firing position, or dismounting occur.
2. ON ORDER FROM CTC CONTROLLER, RECORD ELEMENT'S LOCATION AND STATUS ON YOUR MAP.

AFTER SEIZING OBJECTIVE, does unit

Specify

- | | | |
|------------------------|----------------|-------|
| 1. Establish security? | Yes () No () | _____ |
| 2. Position weapons? | Yes () No () | _____ |
| 3. Reorganize? | Yes () No () | _____ |
| 4. Report? | Yes () No () | _____ |



LAMA

**TANK
CONTROLLER**

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Inf

Tank/Inf/TOW
Platoon/Section
Controller Data Form

WARNING ORDER

1. Does leader receive warning order? Yes (✓) No ()

2. Time leader receives warning order: 745

Warning order includes:

Specify

(a) AA arrival time?	Yes (✓) No ()	<u>0830</u>
(b) AA location?	Yes (✓) No ()	<u>vic 960406</u>
(c) OPORD issue time?	Yes (✓) No ()	<u>0900</u>
(d) OPORD issue location?	Yes (✓) No ()	<u>vic 960406</u>
(e) Mission?	Yes (✓) No ()	<u></u>
(f) Special preparation?	Yes () No (✓)	<u></u>

List:

(g) Remarks:

4. Time last element of platoon/section arrives in AA: 0822

5. Are there any missing personnel or pieces of equipment? Yes () No (✓)
(List missing personnel/equipment)

PLANNING

1. Is leader present for CTC map recon? Yes () No (✓)

2. Is leader present for CTC terrain recon? Yes (✓) No ()

3. Does CTC coordinate with leader during planning? Yes (✓) No ()

OPORD

1. Is leader present for OPORD? Yes (✓) No ()

2. Is leader backbriefed by CTC? Yes (✓) No ()

PLATOON/SECTION OPORD

1. Fill out OPORD Data Form.

2. Copy leader's map. NONE used

3. Does leader backbrief his people? Yes (✓) No ()

4. In your opinion, does the leader understand his mission? Yes (✓) No ()

5. Remarks:

Inf

OPORD Data
Form 1

1. Time OPORD issued: 921
2. OPORD issued from location which permits terrain observation? Yes () No (X)
3. Copy map of maneuver routes, fire support plan, and control measures. none used
4. Does OPORD include:

ENEMY SITUATION

Specify:

How Many:	Yes () No (X)	_____
Where:	Yes () No (X)	_____
Anticipated Action:	Yes () No (X)	_____
Recent Activity:	Yes () No (X)	_____
Equipment/Weapons:	Yes () No (X)	_____

FRIENDLY SITUATION

Disposition:	Yes () No (X)	_____
Support:	Yes () No (X)	_____

MISSION

LD Time:	Yes (X) No ()	<u>1000</u>
Objective:	Yes (X) No ()	<u>962456</u>
On-Order Missions:	Yes () No (X)	_____

EXECUTION

LD Location:	Yes () No (X)	<u>first</u>
LD Formation	Yes (X) No ()	<u>front in line</u>
Scheme of Maneuver:	Yes (X) No ()	<u>w flank</u>
Order of March	Yes (X) No ()	<u>2nd 1st</u>
Overwatch	Yes () No (X)	_____

Inf

OPORD Data
Form 2

FIRE SUPPORT

Preplots: List

Yes () No (X)

Specify

COORDINATING INSTRUCTIONS

Phase Lines

Yes () No (X)

Checkpoints

Yes () No (X)

Attack Positions

Yes () No (X)

Action on Enemy Contact

Yes () No (X)

Adjustments for
Heavy Casualties

Yes () No (X)

Security

Yes () No (X)

Consolidation

Yes () No (X)

Reorganization

Yes () No (X)

COMMAND AND SIGNAL

Chain of Command

Yes () No ()

Command Freq

Yes () No (X)

FDC Freq

Yes () No (X)

Call Signs

Yes () No (X)

Alternative Commo

Yes () No (X)

Leader Location

Yes () No (X)

Visual Signals

Yes () No (X)

SOP

Inf

PREPARATION FOR ATTACK

1. Does the leader supervise logistical preparations?

Yes () No (X)

2. LD time: 1006

3. Does the platoon/section cross the LD at the correct location?

Yes (X) No ()

4. Is the platoon/section in the correct formation when it cross the LD?

Yes (X) No ()

5. Remarks:

Inf

Plt/Section
Data Collector

PREPARATION

1. Pre-OP maintenance performed? Yes (✓) No ()
2. All vehicles topped off? Yes (✓) No ()
3. Every vehicle has a map? Yes () No (✓)
4. Ammo distributed? Yes (✓) No ()
5. Weapon checks performed? Yes (✓) No ()
6. Local radio checks performed? Yes (✓) No ()
7. Distant radio checks performed? Yes (✓) No ()

OPORD

Interview a member from each:

- | | Squad/Crew 1 | Squad/Crew 2 | Squad/Crew 3 |
|-------------------|----------------|----------------|----------------|
| 1. LD time? | Yes (✓) No () | Yes () No (X) | Yes (✓) No () |
| 2. Objective? | Yes (✓) No () | Yes (✓) No () | Yes (✓) No () |
| 3. Mission? | Yes () No (X) | Yes () No (X) | Yes () No (X) |
| 4. FDC frequency? | Yes () No (X) | Yes () No (X) | Yes () No (X) |
| 5. FDC call sign? | Yes () No (X) | Yes () No (X) | Yes () No (X) |
| 6. CMD frequency? | Yes () No (✓) | Yes () No (X) | Yes () No (X) |
| 7. CMD call sign? | Yes () No (✓) | Yes () No (X) | Yes () No (X) |

Inf

Controller
Data Form

If you are able to make these observations:

MOVEMENT

1. Overall

(a) Movement took advantage of terrain to provide cover and concealment? Yes (✓) No ()

(b) Overwatch/firing position took advantage of terrain to provide cover and concealment? Yes () No ()

2. Unit tended to move quickly when forced to cross open area? Yes () No (✓)

3. Smoke was used effectively to cover movement across open areas? Yes (✓) No ()

REACTION TO INITIAL CONTACT

1. What element(s) made initial contact? Inf sec. (Plt/Sec/OPFOR)

2. Elements return fire and take cover? Yes () No (✓)

3. Lead element attempts to fight through? Yes () No (✓)

4. Artillery is called on OPFOR positions? Yes () No (✓)

5. Artillery causes OPFOR to be suppressed or inflicts casualties? Yes () No (✓)

HASTY ATTACK

1. What element(s) made initial contact? Don't know (Plt/Sec/OPFOR)

2. Elements return fire and take cover? Yes () No ()

3. Lead element attempts to fight through? Yes () No ()

4. Artillery is called on OPFOR positions? Yes () No ()

5. Artillery causes OPFOR to be suppressed or inflicts casualties? Yes () No ()

6. Direct fire weapons suppress OPFOR? Yes () No ()

7. Does leader receive FRAGO? Yes () No ()

Inf

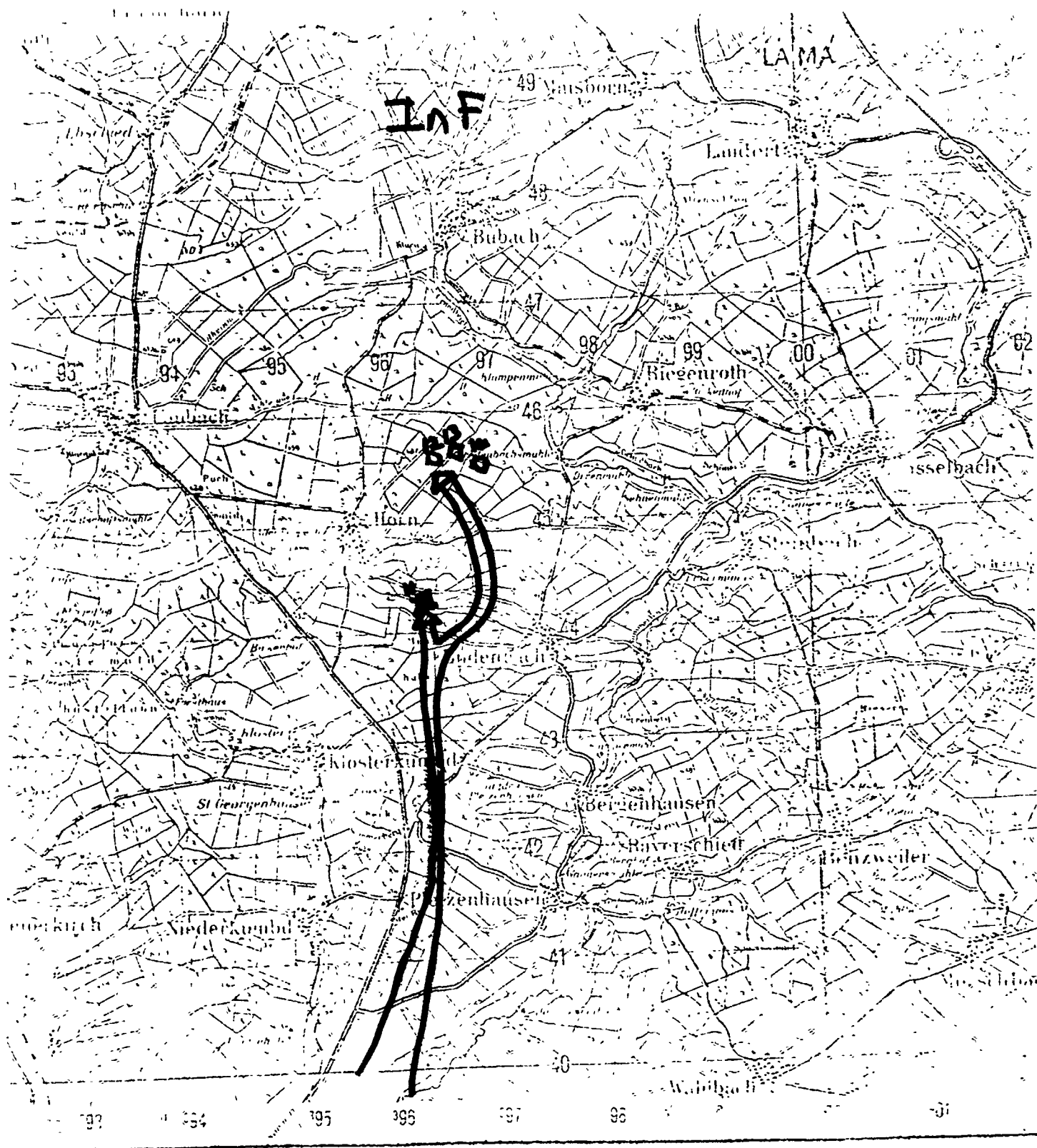
Platoon/Section
Controller Data Form

1. MAP platoon/section center of mass movement noting times when terrain features, phase lines, or checkpoints are crossed and when major events including casualties, taking/leaving overwatch or firing position, or dismounting occur.
2. ON ORDER FROM CTC CONTROLLER, RECORD ELEMENT'S LOCATION AND STATUS ON YOUR MAP.

AFTER SEIZING OBJECTIVE, does unit

Specify

- | | | |
|------------------------|----------------|-------|
| 1. Establish security? | Yes () No () | _____ |
| 2. Position weapons? | Yes () No () | _____ |
| 3. Reorganize? | Yes () No () | _____ |
| 4. Report? | Yes () No () | _____ |



**INFANTRY
CONTROLLER**

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Tow

Tank/Inf TOW
Platoon/Section
Controller Data Form

WARNING ORDER

1. Does leader receive warning order? Yes (☒) No ()
2. Time leader receives warning order: 751
3. Warning order includes: Specify
- | | | | |
|---------------------------|---|--|-----------------------|
| (a) AA arrival time? | Yes (<input checked="" type="checkbox"/>) | No () | <u>0830</u> |
| (b) AA location? | Yes (<input checked="" type="checkbox"/>) | No () | <u>near at 960406</u> |
| (c) OPORD issue time? | Yes (<input checked="" type="checkbox"/>) | No () | <u>0500</u> |
| (d) OPORD issue location? | Yes (<input checked="" type="checkbox"/>) | No () | <u>near at 960406</u> |
| (e) Mission? | Yes (<input checked="" type="checkbox"/>) | No () | |
| (f) Special preparation? | Yes () | No (<input checked="" type="checkbox"/>) | |
- List:
- (g) Remarks:
4. Time last element of platoon/section arrives in AA: 0817
5. Are there any missing personnel or pieces of equipment? Yes () No (☒)
(List missing personnel/equipment)

PLANNING

1. Is leader present for CTC map recon? Yes () No (☒)
2. Is leader present for CTC terrain recon? Yes (☒) No ()
3. Does CTC coordinate with leader during planning? Yes (☒) No ()

OPORD

1. Is leader present for OPORD? Yes (☒) No ()
2. Is leader backbriefed by CTC? Yes (☒) No ()

PLATOON/SECTION OPORD

1. Fill out OPORD Data Form.
2. Copy leader's map. NONE
3. Does leader backbrief his people? Yes () No (☒)
4. In your opinion, does the leader understand his mission? Yes (☒) No ()
5. Remarks:

TOW

OPORD Data
Form 1

1. Time OPORD issued: 0913
2. OPORD issued from location which permits terrain observation? Yes () No (X)
3. Copy map of maneuver routes, fire support plan, and control measures. NONE
4. Does OPORD include:

ENEMY SITUATION

Specify:

How Many:	Yes () No (X)	_____
Where:	Yes () No (X)	_____
Anticipated Action:	Yes () No (X)	_____
Recent Activity:	Yes () No (X)	_____
Equipment/Weapons:	Yes () No (X)	_____

FRIENDLY SITUATION

Disposition:	Yes () No (X)	_____
Support:	Yes () No (X)	_____

MISSION

LD Time:	Yes () No (X)	_____
Objective:	Yes () No (X)	_____
On-Order Missions:	Yes () No (X)	_____

EXECUTION

LD Location:	Yes () No (X)	_____
LD Formation	Yes () No (X)	_____
Scheme of Maneuver:	Yes () No (X)	_____
Order of March	Yes () No (X)	_____
Overwatch	Yes () No (X)	_____

TOW

OPORD Data
Form 2

FIRE SUPPORT

Preplots: List

Yes () No (X)

Specify

COORDINATING INSTRUCTIONS

Phase Lines

Yes () No (X)

Checkpoints

Yes () No (X)

Attack Positions

Yes () No (X)

Action on Enemy Contact

Yes () No (X)

Adjustments for
Heavy Casualties

Yes () No (X)

Security

Yes () No (X)

Consolidation

Yes () No (X)

Reorganization

Yes () No (X)

COMMAND AND SIGNAL

Chain of Command

Yes () No (X)

Command Freq

Yes () No (X)

FDC Freq

Yes () No (X)

Call Signs

Yes () No (X)

Alternative Commo

Yes () No (X)

Leader Location

Yes () No (X)

Visual Signals

Yes () No (X)

TOW

PREPARATION FOR ATTACK

1. Does the leader supervise logistical preparations? Yes () No (X)
2. LD time: 10007
3. Does the platoon/section cross the LD at the correct location? Yes (X) No ()
4. Is the platoon/section in the correct formation when it cross the LD? Yes (X) No ()
5. Remarks:

TOW

Plt/Section
Data Collector

PREPARATION

- | | |
|------------------------------------|----------------|
| 1. Pre-OP maintenance performed? | Yes (✓) No () |
| 2. All vehicles topped off? | Yes (✓) No () |
| 3. Every vehicle has a map? | Yes () No (✓) |
| 4. Ammo distributed? | Yes (✓) No () |
| 5. Weapon checks performed? | Yes (✓) No () |
| 6. Local radio checks performed? | Yes (✓) No () |
| 7. Distant radio checks performed? | Yes () No (✓) |

OPORD

Interview a member from each:

Squad/Crew 1

Squad/Crew 2

Squad/Crew 3

- | | | | |
|-------------------|----------------|----------------|----------------|
| 1. LD time? | Yes () No (✓) | Yes () No (✓) | Yes () No (✓) |
| 2. Objective? | Yes () No (✓) | Yes () No (✓) | Yes () No (✓) |
| 3. Mission? | Yes () No (✓) | Yes () No (✓) | Yes () No (✓) |
| 4. FDC frequency? | Yes () No (✓) | Yes () No (✓) | Yes () No (✓) |
| 5. FDC call sign? | Yes () No (✓) | Yes () No (✓) | Yes () No (✓) |
| 6. CMD frequency? | Yes () No (✓) | Yes () No (✓) | Yes () No (✓) |
| 7. CMD call sign? | Yes () No (✓) | Yes () No (✓) | Yes () No (✓) |

70W

Controller
Data Form

If you are able to make these observations:

MOVEMENT

1. Overall

(a) Movement took advantage of terrain to provide cover and concealment? Yes (✓) No ()

(b) Overwatch/firing position took advantage of terrain to provide cover and concealment? Yes () No (✓)

2. Unit tended to move quickly when forced to cross open area? Yes () No ()

3. Smoke was used effectively to cover movement across open areas? Yes () No ()

REACTION TO INITIAL CONTACT

Don't know

1. What element(s) made initial contact? _____ (Plt/Sec/OPFOR)

2. Elements return fire and take cover? Yes () No ()

3. Lead element attempts to fight through? Yes () No ()

4. Artillery is called on OPFOR positions? Yes () No ()

5. Artillery causes OPFOR to be suppressed or inflicts casualties? Yes () No ()

HASTY ATTACK

Don't know

1. What element(s) made initial contact? _____ (Plt/Sec/OPFOR)

2. Elements return fire and take cover? Yes () No ()

3. Lead element attempts to fight through? Yes () No ()

4. Artillery is called on OPFOR positions? Yes () No ()

5. Artillery causes OPFOR to be suppressed or inflicts casualties? Yes () No ()

6. Direct fire weapons suppress OPFOR? Yes () No ()

7. Does leader receive FRAGO? Yes () No ()

8. OPFOR dispersed? Yes () No ()

TOW

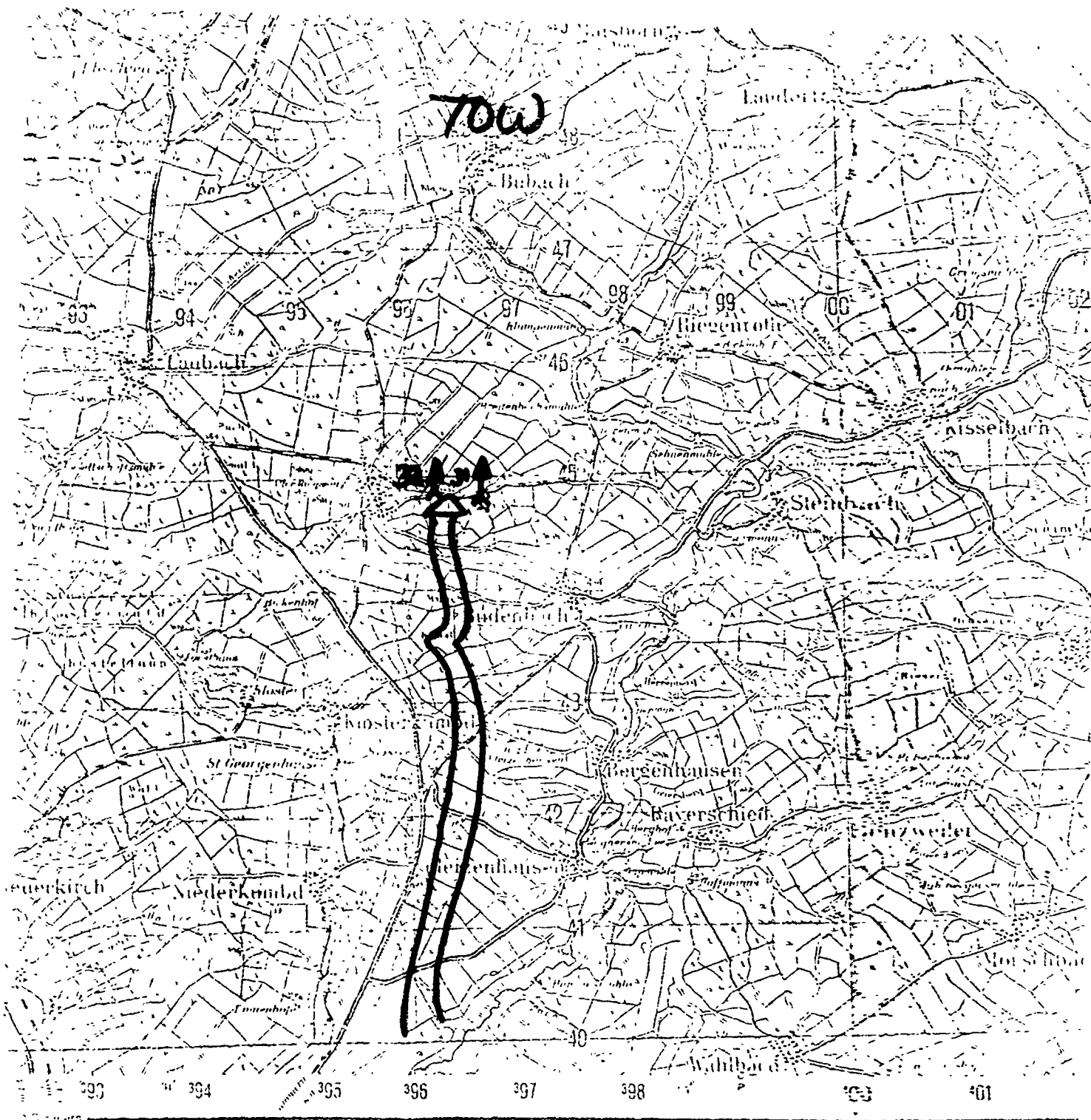
Platoon/Section
Controller Data Form

1. MAP platoon/section center of mass movement noting times when terrain features, phase lines, or checkpoints are crossed and when major events including casualties, taking/leaving overwatch or firing position, or dismounting occur.
2. ON ORDER FROM CTC CONTROLLER, RECORD ELEMENT'S LOCATION AND STATUS ON YOUR MAP.

AFTER SEIZING OBJECTIVE, does unit

Specify

- | | | |
|------------------------|----------------|-------|
| 1. Establish security? | Yes () No () | _____ |
| 2. Position weapons? | Yes () No () | _____ |
| 3. Reorganize? | Yes () No () | _____ |
| 4. Report? | Yes () No () | _____ |



**TOW
CONTROLLER**

LA MA

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FROM INFO FURNISHED TO DDG

Name: Capt. Muth

Date: 2/6/74

OFFOR DATA COLLECTORS

ID OF UNIT BEING EVALUATED:

Position/Location Hill road 452

TIME	TARGET TYPE	NUMBER of TARGETS	MOVING or STATIONARY TARGET (M/S)	IS TARGET ENGAGED? ARTY/DIRECT	DOES ENEMY ARTY/DIRECT SUPPRESS OFFOR?	COMMENTS
1030	APC	1	M	NO		
045	APC	1	M	D		Kill!
050	Inf	5-10	M	Arty called		?
140	TK	1	M	D		Kill
1149					3 Inf pos	Killed - IDF
1205	weapon signature	1				
1206	TOW	1	S	D		Kill?
1208	TK	3	M	D		
1210	TK signature		M			
1211						Tank hit by dir & fire
1215	3 tank signature					
1216	TK "					
1217	"	"				
1218	3 "	"				
1222	APC	1	M	D		hit
1223	Inf	5-10	M	Arty called		

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OPFOR

Controller
Data Form

If you are able to make these observations:

MOVEMENT

1. Overall

(a) Movement took advantage of terrain to provide cover and concealment?

Yes (☒) No (☐)

(b) Overwatch/firing position took advantage of terrain to provide cover and concealment? Yes (☐) No (☐)

2. Unit tended to move quickly when forced to cross open area?

Yes (☐) No (☐)

3. Smoke was used effectively to cover movement across open areas?

Yes (☐) No (☐)

pretty good mount until they started assault
they tried to use smoke + move quickly but just couldn't get it
condensed

REACTION TO INITIAL CONTACT

1. What element(s) made initial contact? _____ (Plt/Sec/OPFOR)

2. Elements return fire and take cover?

Yes (☐) No (☒)

3. Lead element attempts to fight through?

Yes (☐) No (☒)

4. Artillery is called on OPFOR positions?

Yes (☐) No (☒)

5. Artillery causes OPFOR to be suppressed or inflicts casualties?

Yes (☐) No (☒)

HASTY ATTACK

1. What element(s) made initial contact? _____ (Plt/Sec/OPFOR)

2. Elements return fire and take cover?

Yes (☒) No (☐)

3. Lead element attempts to fight through?

Yes (☒) No (☐)

4. Artillery is called on OPFOR positions?

Yes (☒) No (☐)

5. Artillery causes OPFOR to be suppressed or inflicts casualties?

Yes (☒) No (☐)

6. Direct fire weapons suppress OPFOR?

Yes (☒) No (☐)

they were really gunning it up when they came at us - they just did it
hit 120 anything

THIS PAGE IS
FROM GUY BUSHED TO DOG

OPFOR



2 3 Miles
1 2 3 Meter
1:62,500
Projection

OPFOR
CONTROLLER



LA VIA
Grid Map No. 1000
Scale 1:50,000
Date 1960
Sheet 1000

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APPENDIX D

EXAMPLE ACTIVITY RECORD CARDS

CASUALTY RECORD CARD	
<div> <div>1047</div> <div>TIME</div> </div>	
<div> <div>TARGET</div> <div>APC 11</div> </div>	<div> <div>CONSOLID CODE</div> <div>08</div> </div>
FIRING SYSTEM	COMMENTS
DRAGON 41	PL HIT

CASUALTY RECORD CARD	
<div> <div>1054</div> <div>TIME</div> </div>	
<div> <div>TARGET</div> <div>7 Int. Pers (APC 14)</div> </div>	<div> <div>CONSOLID CODE</div> <div></div> </div>
FIRING SYSTEM	COMMENTS
Arty	PSG HIT

CASUALTY RECORD CARD	
1144 TIME	
TARGET Tank 25	CONSOLE CODE 12
FIRING SYSTEM	COMMENTS
Tank 52	
Danger 44 →	Code 12 = Tank

CASUALTY RECORD CARD	
1149 TIME	
TARGET 3 Int Pers (APC 44)	CONSOLE CODE
FIRING SYSTEM	COMMENTS
Acty	2 Vipers Hit

CASUALTY RECORD CARD	
1207 TIME	
TARGET TOW 32	CONSOLE CODE 12
FIRING SYSTEM	COMMENTS
Tank 52	Did not move after firing

CASUALTY RECORD CARD	
1209 TIME	
TARGET Tank 21	CONSOLE CODE 12
FIRING SYSTEM	COMMENTS
Tank 52	

CASUALTY RECORD CARD

1211
TIME

TARGET Tank 52 CONSOLE CODE 12

FIRING SYSTEM	COMMENTS
Tank 22	Time 1210
<u>Tank 24</u>	Time 1211
Tank 52 → Code 12 = Tank	

CASUALTY RECORD CARD

1223
TIME

TARGET APC 6 CONSOLE CODE 08

FIRING SYSTEM	COMMENTS
Dragon 41	

CASUALTY RECORD CARD									
<u>1227</u> TIME									
TARGET <div style="border: 1px solid black; padding: 5px; display: inline-block; width: 200px;">8 Int Pers</div>	CONSOLE CODE <div style="border: 1px solid black; width: 60px; height: 25px; margin: 5px auto;"></div>								
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%; padding: 5px;">FIRING SYSTEM</th> <th style="padding: 5px;">COMMENTS</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px; height: 30px; vertical-align: middle;">Arty</td> <td></td> </tr> <tr> <td style="padding: 5px; height: 30px;"></td> <td></td> </tr> <tr> <td style="padding: 5px; height: 30px;"></td> <td></td> </tr> </tbody> </table>	FIRING SYSTEM	COMMENTS	Arty						
FIRING SYSTEM	COMMENTS								
Arty									

CASUALTY RECORD CARD									
TIME									
TARGET <div style="border: 1px solid black; width: 240px; height: 25px; margin: 5px auto;"></div>	CONSOLE CODE <div style="border: 1px solid black; width: 60px; height: 25px; margin: 5px auto;"></div>								
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%; padding: 5px;">FIRING SYSTEM</th> <th style="padding: 5px;">COMMENTS</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px; height: 30px;"></td> <td></td> </tr> <tr> <td style="padding: 5px; height: 30px;"></td> <td></td> </tr> <tr> <td style="padding: 5px; height: 30px;"></td> <td></td> </tr> </tbody> </table>	FIRING SYSTEM	COMMENTS							
FIRING SYSTEM	COMMENTS								

FIRE MISSION RECORD CARD			
<u>1049</u> TIME		<input checked="" type="checkbox"/> INITIAL REQUEST & ADJ <input type="checkbox"/> FIRE FOR EFFECT (FFE)	
Requesting ID	Mission Number		
OPFOR 41	1		
Number of Rounds Fired			
1	ADJ		FFE
Casualties			
0			
		COMMENTS Rounds Hit 1051 R 200 + 100	

FIRE MISSION RECORD CARD			
<u>1052</u> TIME		<input type="checkbox"/> INITIAL REQUEST & ADJ <input checked="" type="checkbox"/> FIRE FOR EFFECT (FFE)	
Requesting ID	Mission Number		
OPFOR 41	1		
Number of Rounds Fired			
	ADJ	18	FFE
Casualties			
7 Int Pers			
		COMMENTS Rounds Hit 1054	

FIRE MISSION RECORD CARD			
<u>1105</u> TIME		<input checked="" type="checkbox"/> INITIAL REQUEST & ADJ <input type="checkbox"/> FIRE FOR EFFECT (FFE)	
Requesting ID	Mission Number	COMMENTS	
FIST 66	101	Smoke	
Number of Rounds Fired		Rounds Hit 1108	
1	ADJ		
Casualties			
0			

FIRE MISSION RECORD CARD			
<u>1119</u> TIME		<input type="checkbox"/> INITIAL REQUEST & ADJ <input type="checkbox"/> FIRE FOR EFFECT (FFE)	
Requesting ID	Mission Number	COMMENTS	
FIST 66	101	Rounds Hit 1122	
Number of Rounds Fired		1 Smoke Pot	
	ADJ	6	
Casualties		Smoke Dissipating	
0			

FIRE MISSION RECORD CARD							
<u>1144</u> <small>TIME</small>	<input type="checkbox"/> INITIAL REQUEST & ADJ <input checked="" type="checkbox"/> FIRE FOR EFFECT (FFE)						
<small>Requesting ID</small> <div style="border: 1px solid black; padding: 2px; display: inline-block;">FIST 66</div>	<small>Mission Number</small> <div style="border: 1px solid black; padding: 2px; display: inline-block;">102</div>	<div style="border: 1px solid black; padding: 2px; text-align: center;"><small>COMMENTS</small></div> <div style="border: 1px solid black; padding: 2px;">Rounds Hit 1147</div> <div style="border: 1px solid black; padding: 2px;">Preplanned Art.</div>					
<small>Number of Rounds Fired</small> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; height: 20px;"></td> <td style="width: 33%; text-align: center;"><small>ADJ</small></td> <td style="width: 33%; text-align: center;">12</td> <td style="width: 33%; text-align: center;"><small>FFE</small></td> </tr> </table>					<small>ADJ</small>	12	<small>FFE</small>
	<small>ADJ</small>			12	<small>FFE</small>		
<small>Casualties</small> <div style="border: 1px solid black; padding: 2px; display: inline-block;">3 Inf Pcs</div> <div style="border: 1px solid black; padding: 2px; display: inline-block;">2 Vipers</div>							

FIRE MISSION RECORD CARD							
<u>1221</u> <small>TIME</small>	<input checked="" type="checkbox"/> INITIAL REQUEST & ADJ <input type="checkbox"/> FIRE FOR EFFECT (FFE)						
<small>Requesting ID</small> <div style="border: 1px solid black; padding: 2px; display: inline-block;">OPFOR 76</div>	<small>Mission Number</small> <div style="border: 1px solid black; padding: 2px; display: inline-block;">2</div>	<div style="border: 1px solid black; padding: 2px; text-align: center;"><small>COMMENTS</small></div> <div style="border: 1px solid black; padding: 2px;">Rounds Hit 1224</div> <div style="border: 1px solid black; padding: 2px;">L 200</div> <div style="border: 1px solid black; padding: 2px;">+ 100</div>					
<small>Number of Rounds Fired</small> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; height: 20px; text-align: center;">1</td> <td style="width: 33%; text-align: center;"><small>ADJ</small></td> <td style="width: 33%;"></td> <td style="width: 33%; text-align: center;"><small>FFE</small></td> </tr> </table>				1	<small>ADJ</small>		<small>FFE</small>
1	<small>ADJ</small>				<small>FFE</small>		
<small>Casualties</small> <div style="border: 1px solid black; padding: 2px; display: inline-block;">0</div>							

FIRE MISSION RECORD CARD				
<div style="display: flex; justify-content: space-between;"> 1225 TIME </div>		<input type="checkbox"/> INITIAL REQUEST & ADJ <input checked="" type="checkbox"/> FIRE FOR EFFECT (FFE)		
Requesting ID <div style="border: 1px solid black; padding: 2px; font-family: monospace; font-size: 1.1em;">OPFOR 76</div>	Mission Number <div style="border: 1px solid black; padding: 2px; font-family: monospace; font-size: 1.1em;">2</div>	<div style="border: 1px solid black; padding: 5px;"> COMMENTS <div style="font-family: monospace; font-size: 1.1em; margin-top: 5px;">Rounds Hit 1227</div> <div style="border-top: 1px solid black; height: 15px; margin-top: 5px;"></div> <div style="border-top: 1px solid black; height: 15px; margin-top: 5px;"></div> <div style="border-top: 1px solid black; height: 15px; margin-top: 5px;"></div> <div style="border-top: 1px solid black; height: 15px; margin-top: 5px;"></div> </div>		
Number of Rounds Fired				
<div style="border: 1px solid black; padding: 2px; font-family: monospace; font-size: 1.1em;">ADJ</div>	<div style="border: 1px solid black; padding: 2px; font-family: monospace; font-size: 1.1em;">30</div>			<div style="border: 1px solid black; padding: 2px; font-family: monospace; font-size: 1.1em;">FFE</div>
Casualties <div style="border: 1px solid black; padding: 2px; font-family: monospace; font-size: 1.1em; margin-top: 5px;">8 Int Pers</div>				

FIRE MISSION RECORD CARD				
<div style="display: flex; justify-content: space-between;"> TIME </div>		<input type="checkbox"/> INITIAL REQUEST & ADJ <input type="checkbox"/> FIRE FOR EFFECT (FFE)		
Requesting ID <div style="border: 1px solid black; padding: 2px; font-family: monospace; font-size: 1.1em;"> </div>	Mission Number <div style="border: 1px solid black; padding: 2px; font-family: monospace; font-size: 1.1em;"> </div>	<div style="border: 1px solid black; padding: 5px;"> COMMENTS <div style="border-top: 1px solid black; height: 15px; margin-top: 5px;"></div> <div style="border-top: 1px solid black; height: 15px; margin-top: 5px;"></div> <div style="border-top: 1px solid black; height: 15px; margin-top: 5px;"></div> <div style="border-top: 1px solid black; height: 15px; margin-top: 5px;"></div> <div style="border-top: 1px solid black; height: 15px; margin-top: 5px;"></div> </div>		
Number of Rounds Fired				
<div style="border: 1px solid black; padding: 2px; font-family: monospace; font-size: 1.1em;">ADJ</div>	<div style="border: 1px solid black; padding: 2px; font-family: monospace; font-size: 1.1em;"> </div>			<div style="border: 1px solid black; padding: 2px; font-family: monospace; font-size: 1.1em;">FFE</div>
Casualties <div style="border: 1px solid black; padding: 2px; font-family: monospace; font-size: 1.1em; margin-top: 5px;"> </div>				

CRITICAL EVENT RECORD CARD	
1047	
TIME	
UNIT IDENTIFICATION	CONTROLLER NAME
APC 11	LT FRANKS
COMMENTS	
THE MECH INF PL REMAINED MOUNTED	
WHEN PASSING PHASE LINE WHITE	
AND WAS HIT BY A DRAGON	

CRITICAL EVENT RECORD CARD	
1054	
TIME	
UNIT IDENTIFICATION	CONTROLLER NAME
APC 14	SSG GREENE
COMMENTS	
THE MECH PSG DISMOUNTED THE	
PLATOON IN LINE BEHIND APC 11	
AND LOST 8 MEN BY ARTY	

CRITICAL EVENT RECORD CARD	
1140 TIME	
UNIT IDENTIFICATION TANK PLATOON	CONTROLLER NAME LT FRANKS
COMMENTS THE SMOKE DISSIPATED AND WAS NO LONGER CONCEALING MOVEMENT	

CRITICAL EVENT RECORD CARD	
1206 TIME	
UNIT IDENTIFICATION TOW 32	CONTROLLER NAME SGT EDMONDS
COMMENTS TOW 32 FIRED AND DID NOT DIS PLACS. HE WAS HIT IN THE SAME POSITION. SC DID NOT REPORT HIT UNTIL 1211.	

CRITICAL EVENT RECORD CARD

1215

TIME

UNIT IDENTIFICATION

CONTROLLER NAME

TEAM CO

CPT DUNCAN

COMMENTS

THE ORDER TO ATTACK WAS
GIVEN WITHOUT ANY INDIRECT
FIRE SUPPORT

CRITICAL EVENT RECORD CARD

TIME

UNIT IDENTIFICATION

CONTROLLER NAME

COMMENTS

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COMMUNICATIONS RECORD CARD	
<u>1030</u> TIME	
MESSAGE FROM	MESSAGE TO
41	52
CONTENT	
EN APCS VIC 965 428	

COMMUNICATIONS RECORD CARD	
<u>1049</u> TIME	
MESSAGE FROM	MESSAGE TO
41	52
CONTENT	
HIT EN APC	

COMMUNICATIONS RECORD CARD	
<u>1053</u> TIME	
MESSAGE FROM <u>14</u>	MESSAGE TO <u>6</u>
CONTENT	
<u>PL HIT BY AT WEAPON.</u>	
<u>DISMOUNTING ELEMENT.</u>	

COMMUNICATIONS RECORD CARD	
<u>1054-1055-1057</u> TIME	
MESSAGE FROM <u>6</u>	MESSAGE TO <u>14</u>
CONTENT	
<u>(No Reply to Call)</u>	

COMMUNICATIONS RECORD CARD	
<u>1058</u> TIME	
MESSAGE FROM <u>6</u>	MESSAGE TO <u>21</u>
CONTENT <u>MOVE TO 14 LOCATION AND</u> <u>CHECK STATUS</u>	

COMMUNICATIONS RECORD CARD	
<u>1059</u> TIME	
MESSAGE FROM <u>12</u>	MESSAGE TO <u>6</u>
CONTENT <u>14 HIT BY ARTY</u>	

COMMUNICATIONS RECORD CARD	
<u>1101</u> TIME	
MESSAGE FROM	MESSAGE TO
21	6
CONTENT	
REQUEST SMOKE AT 965445	

COMMUNICATIONS RECORD CARD	
<u>1125</u> TIME	
MESSAGE FROM	MESSAGE TO
41	52
CONTENT	
SMOKE PREVENTS OBSERVATION REQUEST PERMISSION TO WITHDRAW	

COMMUNICATIONS RECORD CARD	
<div>1128</div> <div>TIME</div>	
<div>MESSAGE FROM</div> <div>6</div>	<div>MESSAGE TO</div> <div>21</div>
<div>CONTENT</div> <div>ADVANCE ON OBT WHITE BY</div> <div>BOUNDS</div>	

COMMUNICATIONS RECORD CARD	
<div>1140</div> <div>TIME</div>	
<div>MESSAGE FROM</div> <div>41</div>	<div>MESSAGE TO</div> <div>52</div>
<div>CONTENT</div> <div>DISMOUNTED TROOPS HEAR TANKS</div> <div>MOVING NEAR OP</div>	

COMMUNICATIONS RECORD CARD	
<div>1146</div> <div>TIME</div>	
<div>MESSAGE FROM</div> <div>21</div>	<div>MESSAGE TO</div> <div>6</div>
<div>CONTENT</div> <div>25 ELEMENT HIT FROM OBT</div> <div>BLUE 2. REQUEST INDIRECT FIRES</div>	

COMMUNICATIONS RECORD CARD	
<div>1149</div> <div>TIME</div>	
<div>MESSAGE FROM</div> <div>41</div>	<div>MESSAGE TO</div> <div>52</div>
<div>CONTENT</div> <div>3 HIT BY ARTY</div>	

COMMUNICATIONS RECORD CARD	
<div>1210</div> <div>TIME</div>	
<div>MESSAGE FROM</div> <div>24</div>	<div>MESSAGE TO</div> <div>6</div>
<div>CONTENT</div> <div>21 HIT BY TANK. RETURNING</div> <div>FIRE</div>	

COMMUNICATIONS RECORD CARD	
<div>1211</div> <div>TIME</div>	
<div>MESSAGE FROM</div> <div>31</div>	<div>MESSAGE TO</div> <div>6</div>
<div>CONTENT</div> <div>32 HIT</div>	

COMMUNICATIONS RECORD CARD	
<u>1215</u> TIME	
MESSAGE FROM 6	MESSAGE TO 12
CONTENT MOVE TO DBU BLUE 1 UNDER SUPPORTING FIRE BY 24.	

COMMUNICATIONS RECORD CARD	
TIME	
MESSAGE FROM	MESSAGE TO
CONTENT	